# 4ᵗʰ Estate Summit

**January 12-13, 2016**
**Fort Belvoir, VA**
**DAU Hirsch Center**

**Align   -   Collaborate   -   Strategize   -   Evolve**

# Agenda – 12 January – Day 1

| 12 Jan/Day 1 | |
|---|---|
| 800-830 | Coffee |
| 830-840 | Summit Begins/Overview of Day/Introductions |
| 840-850 | Welcome Message from the 4th Estate DACM |
| 850-915 | Overview of Current 4th Estate Talent Management Inititiaves<br>Acquisition Leadership Challenge Program (ALCP) (Aaron Hutson)<br>Senior Service College Fellowship (SSCF) (Hina Munir)<br>Rotational Assignment Program (Hina Munir)<br>Master of Science in Contract Management, Naval Postgraduate School Distance Learning Opportunity |
| 915-1000 | Human Capital Initiatives (HCI) Update (Mrs. Rene' Thomas-Rizzo, Director, HCI) |
| 1000-1015 | Break |
| 1015-1100 | Policy Discussion - Pre-requisite, Fulfillment, Equivalency, Waivers, General Questions (Jonathan Higgins) |
| 1100-1130 | International Acquisition Career Path Update (Colonel Malley) |
| 1130-1150 | Acquisition Workforce Qualification Initiative (AWQI) Video<br>DATMS Implementation Discussion (Aiden Thornhill) |
| 1150-1200 | Group Photograph of Summit Attendee's Outside Building 226 |
| 1200-1300 | Lunch |
| 1300-1350 | DATMS Implementation, Planned Improvements, and Reports (Aiden Thornhill) |
| 1350-1400 | Break |
| 1400-1500 | Update on the Student Information System (SIS) (Mr. Whiteside, Ms. Cuhna) |
| 1500-1530 | DAU Update (Mr. Snoderly) |
| 1530-1540 | Break |
| 1540-1615 | Discuss SIS Transition, Requested Discussion Items, Open Discussion |
| 1615-1700 | Data/Metrics Session (DACM Team) |
| 1700 | Adjourn |

# INTRODUCTIONS

- **Around the room**

- **What Organization are you with?**

- **What is your role within the Organization?**

# Acquisition Leadership Challenge Program (ALCP)

- ALCP is an integrated discovery process of an individual's Self Awareness, focusing on the inventory of their leadership capabilities to reveal how they best contribute to their organization.

- The ALCP uses multiple behavior preference measuring instruments and interactive exercises to guide their Leadership Development and enhance their awareness, appreciation and begin to leverage and influence the overall Acquisition Enterprise.

- ALCP is offered at three levels with each course running 2.5 days (20 hours total)

# 2016 ALCP Schedule for 4th Estate

| Location | Program Level | Dates |
|---|---|---|
| Richmond, VA | II | 3/29 - 3/31 |
| Atlanta, GA | I | 4/25 - 4/27 |
| Atlanta, GA | II | 4/27 - 4/29 |
| Columbus, OH | II | 5/16 - 5/18 |
| Columbus, OH | I | 5/18 - 5/20 |
| Washington DC | II | 6/6 - 6/8 |
| Washington DC | I | 6/8 - 6/10 |
| Atlanta, GA | III | 6/15 - 6/17 |
| Los Angeles, CA | II | 7/11 - 7/13 |
| Los Angeles, CA | I | 7/13 - 7/15 |
| Phoenix, AZ | II | 7/18 - 7/20 |
| Philadelphia, PA | I | 8/15 - 8/17 |
| Philadelphia, PA | II | 8/17 - 8/19 |
| Columbus, OH | I | 10/17 - 10/19 |
| Columbus, OH | I | 10/19 - 10/21 |
| Grapevine, TX | III | 11/2 - 11/4 |
| Atlanta, GA | I | 11/14 - 11/16 |
| Atlanta, GA | I | 11/16 - 11/18 |
| Washington DC | II | 12/5 - 12/7 |
| Richmond, VA | I | 12/12 - 12/14 |

| Total |
|---|
| Level 1 - 10 Courses |
| Level 2 - 8 Courses |
| Level 3 - 2 Courses |

# Acquisition Leadership Challenge Program (ALCP)
# Cumulative Statistics

## Cumulative Statistics for DAU / 4th ESTATE LCP I & II
(30 Programs, 762 Total Participants; 746 Participants for MBTI/FIRO*)

### Myers-Briggs Type Indicator (MBTI)

| ISTJ | ISFJ | INFJ | INTJ |
|---|---|---|---|
| 213 / 29% | 40 / 5% | 5 / 1% | 34 / 5% |
| ISTP | ISFP | INFP | INTP |
| 48 / 6% | 18 / 2% | 20 / 3% | 28 / 4% |
| ESTP | ESFP | ENFP | ENTP |
| 46 / 6% | 16 / 2% | 20 / 3% | 37 / 5% |
| ESTJ | ESFJ | ENFJ | ENTJ |
| 136 / 18% | 36 / 5% | 14 / 2% | 35 / 5% |

# Acquisition Leadership Challenge Program (ALCP)
# Cumulative Statistics

```
GRP TYPE                                              TEMPS
  ISTJ          E~  340(46%)  I~ 406(54%)             NT - 134
                S~  553(74%)  N~ 193(26%)             NF -  59
MODEL TYPE      T~  577(77%)  F~ 169(23%)             SJ — 425
  ISTJ          J~  513(69%)  P~ 233(31%)             SP - 128
```

## FIRO-B
(average scores of participants)

| | | |
|---|---|---|
| eI ~ 3.7 | eC ~ 3.2 | eA ~ 3.2 |
| wI ~ 2.5 | wC ~ 3.1 | wA ~ 4.3 |

## CHANGE STYLE INDICATOR

| Conserver | Pragmatist | Originator |
|---|---|---|
| 45% | 46% | 9% |

# 4ᵗʰ Estate DACM Talent Management Initiatives

**Mrs. Hina Munir**
**4ᵗʰ Estate DACM Office**
**January 12, 2016**

# **Program Details**

- Senior Service College Fellowship Program

- Naval Postgraduate School--Master of Science in Contract Management

- 4$^{th}$ Estate Rotational Assignment Program

# Senior Service College Fellowship Program

# Program Details

- The SSCF Program is a 10-month leadership/educational opportunity conducted under the auspices of the Defense Acquisition University (DAU).

- The purpose of the SSCF Program is to provide leadership and acquisition training to prepare senior level civilians for senior leadership roles.

# Program Details

- Fellows who successfully complete the fellowship will be equipped to:
  - Apply the knowledge and leadership tools gained to assume positions with higher levels of responsibility within the government;
  - Lead and strategically guide at the highest levels in the DoD;
  - Mentor individuals within their commands and areas of responsibilities; and
  - Operate at the most senior levels within the government.

- Nominations to the program should be submitted by March 4, 2016.

# Naval Postgraduate School Master of Science in Contract Management

# Program Details

- The Naval Postgraduate School (NPS) Master of Science in Contract Management (MSCM) is an eight quarter part-time distance learning degree program.

- The purpose of the NPS MSCM Program is to improve the Professionalism and Qualifications of the Acquisition Workforce.

- The program supports the AT&L Better Buying Power Initiative.

- The MSCM curriculum is aligned with the DoD Contracting Competencies and will increase the qualifications and knowledge of the contracting workforce members who graduate from this program.

# Program Details

- Organization may use this opportunity to recognize and retain high-performing and experienced 1102s particularly at the GS-12/13 level where the Components are experiencing a high attrition rate.

- Nominations to the program should be submitted by April 15, 2016.

# 4<sup>th</sup> Estate Rotational Assignment Program

# Program Overview

- The Rotational Assignment Program focuses on cross-organizational rotational assignments within the 4th Estate agencies.

- The primary objective is to create a professional, agile, adaptive, and high-performing acquisition workforce that consistently makes smart business decisions, acts in an ethical manner, and delivers timely and affordable capabilities to the warfighter.

- A rotational assignment will range in length from 3 to 12 months.

# Program Details

- Program website: http://www.dau.mil/DODdacm/Pages/RAP.aspx

- Currently have six assignments available:
  - Contract Policy and Compliance Rotation—**DISA**, Ft. Meade, MD
  - Contract Planning and Cost/Pricing Branch—**DISA**, Ft. Meade, MD
  - 4th Estate DACM Rotation—**4th Estate DACM**, Ft. Belvoir, VA
  - AD Policy (Quality & Strategic Initiatives)—**WHS**, Crystal City, VA
  - WHS AD E-Business—**WHS**, Crystal City, VA
  - Internal Compliance Reviews-Purchase Card Accounts—**WHS**, Pentagon

- Assignment Nomination extended to February 12, 2016.

# AT&L Human Capital Initiatives Update

Presented to: 4ᵗʰ Estate Summit
By: Ms. René Thomas-Rizzo
Director, Human Capital Initiatives
January 12, 2016
DAU Ft. Belvoir
Scott Hall, Hirsch Center
9:15 a.m. – 10:00 a.m.

# *Agenda*

- **Acquisition Workforce Accomplishments**

- **Human Capital Initiatives**

- **AT&L AWF Strategic Plan**

- **Acquisition Workforce Summit**

- **DoDI 5000.66**

- **Defense Acquisition Workforce Development Fund (DAWDF)**

- **Legislative Updates**

- **AcqDemo**

- **Key Leadership Position (KLP) Update**

- **GAO Acquisition Workforce Report**

- **New Recruiting Initiatives**

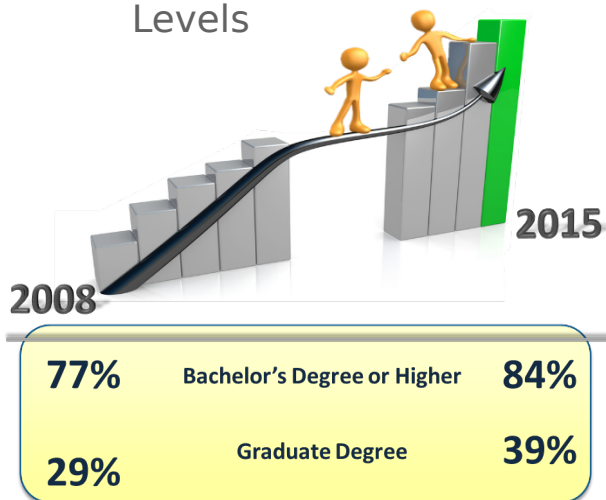- **HCI Team and Communications**

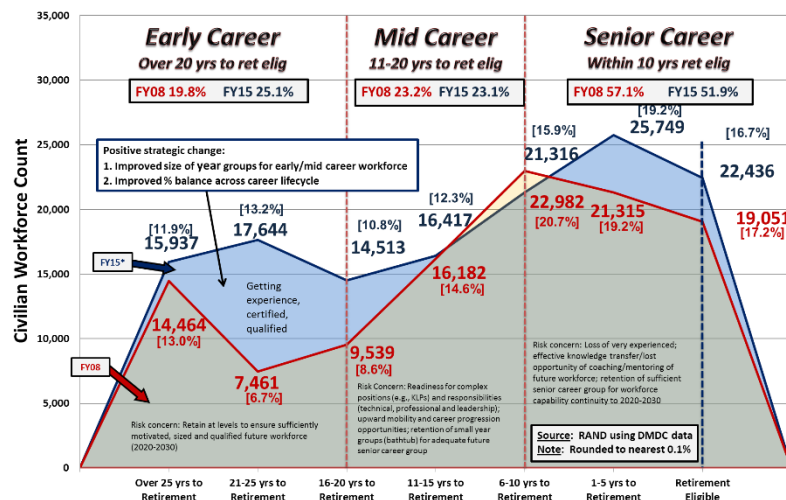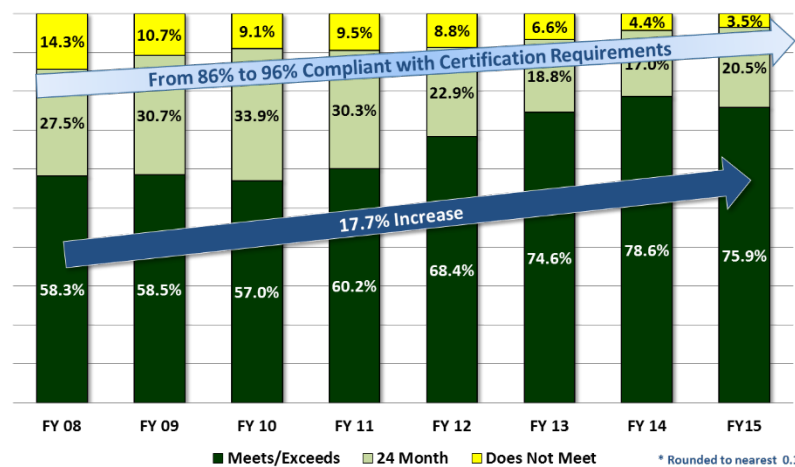# Accomplishments Since 2008



Growth
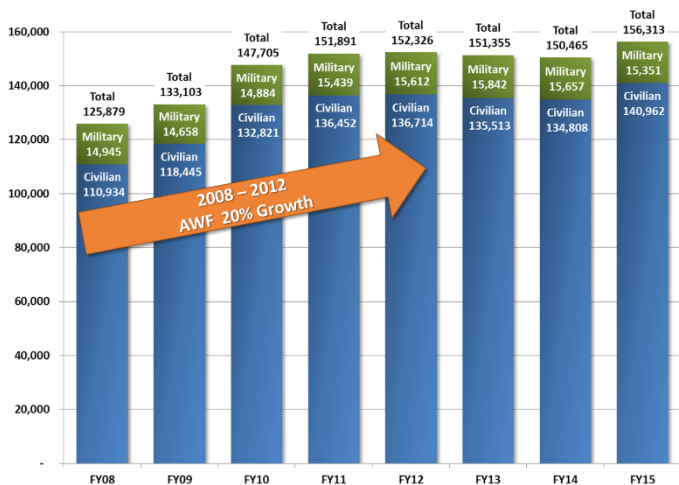
Increased Education Levels

Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY15
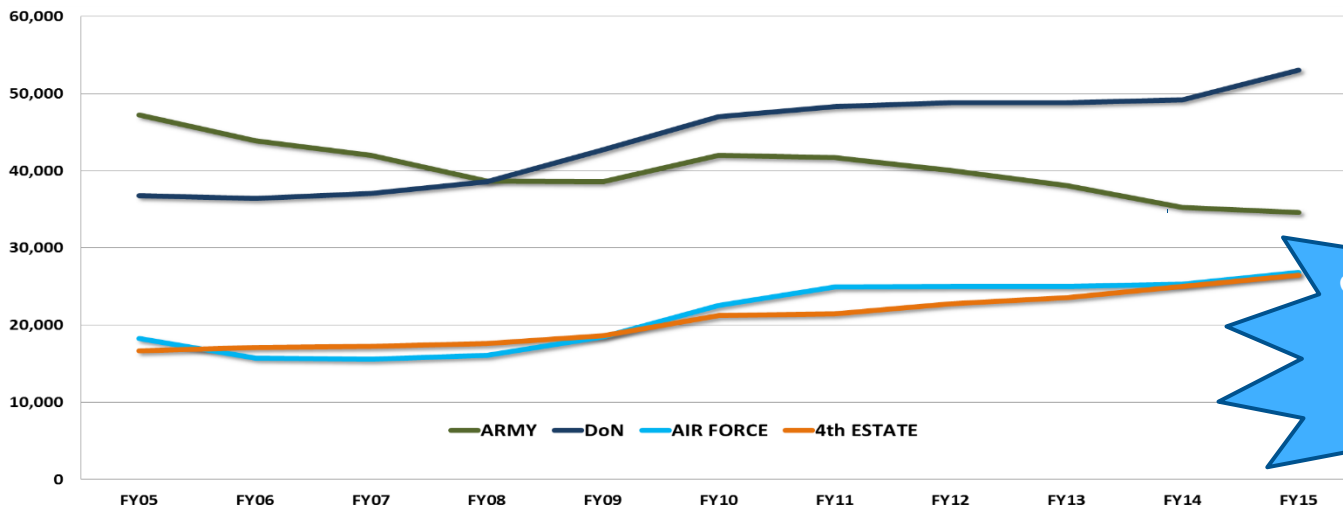
Certification Rates at an All-Time High

# AWF Historical Size Detail by Component (Civilian)



| Overall<br>Defense Acq Workforce<br>Service | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | % Change<br>Since FY08 | % Change<br>Since FY14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ARMY | 47,225 | 43,915 | 41,990 | 38,689 | 38,612 | 42,015 | 41,696 | 40,079 | 38,092 | 35,246 | 34,631 | -10% | -2% |
| DoN | 36,801 | 36,433 | 37,059 | 38,579 | 42,726 | 47,009 | 48,317 | 48,862 | 48,865 | 49,220 | 53,044 | 37% | 8% |
| AIR FORCE | 18,250 | 15,748 | 15,544 | 16,067 | 18,506 | 22,526 | 24,962 | 25,019 | 24,986 | 25,299 | 26,837 | 67% | 6% |
| 4th ESTATE | 16,670 | 17,067 | 17,206 | 17,599 | 18,601 | 21,271 | 21,477 | 22,754 | 23,570 | 25,043 | 26,450 | 50% | 6% |
| OVERALL DAW | 118,946 | 113,163 | 111,799 | 110,934 | 118,445 | 132,821 | 136,452 | 136,714 | 135,513 | 134,808 | 140,962 | ↑ 27.1% | ↑ 4.6% |

# *Human Capital Initiatives (HCI)*

## HCI is responsible for Department-wide Acquisition Workforce:

- **DoD Acquisition Strategic Workforce Plan**
- **Policy and Legislative Proposals**
- **DoD AT&L Workforce Education, Training, and Career Development Programs**
- **Coherent strategic focus on workforce initiatives**
- **Defense Acquisition Workforce Development Fund (DAWDF)**
- **Civilian Acquisition Workforce Personnel Demonstration Project (AcqDemo)**

**Mission:** Execute DoD-wide acquisition workforce governance, strategies, policies and talent management initiatives to equip a highly qualified workforce of professionals in acquiring and delivering world-class Warfighting capabilities to our soldiers, sailors, airmen, and marines

- **Make DoD an employer of choice**
  - **Actively recruit top talent on college campuses**
  - **Improve permeability across DoD and private sector**

- **Shape the AWF to achieve current and future Acquisition requirements**
  - **Rebalance acquisition workforce when we see a need for new skills**
  - **Ensure our acquisition workforce has technical skills needed to achieve technical superiority**

- **Improve the quality and professionalism of the AWF**
  - **Ensure world-class education, training, and career development opportunities**
  - **Develop, maintain, and widely deploy talent management processes and told that follow employees throughout their careers**
  - **Increase focus of experiential opportunities to address competency gaps**
  - **Improve the process for certification, currency management, waiver, and qualification/proficiency**

- **Continuously improve policy, programs and processes**

# *Acquisition Workforce Summit*

- **Joint AT&L/Human Resources Summit held 31 July 2015 to provide for better communication and collaboration to resolve recruiting and retention challenges**

- **Over 75 participants**

- **Key Takeaways:**
  - **Better understanding across communities**
  - **Recurring forum**
  - **Improved collaboration**
  - **Identified major paradigm differences**

- **23 action items were assigned**
  - **Coordination with DACM and Field offices, P&R, and SMEs underway to develop working groups to address actions following the Summit**

# *DAWDF*

- **DAWDF Annual Report**
  - **FY14 Report to Congress submitted in September**
  - **FY15 draft being developed; projected submission in January**

- **DAWDF Permanency in FY16 NDAA bill**

- **FY15 Execution**
  - **$502M Planned**
  - **$347M Executed**

- **FY16 Program**
  - **$482M Planned**
  - **All Component proposals approved**
  - **Funded 75% prior to the start of FY16 – first time ever**

# *Legislative Updates*

- **NDAA FY16:**
  - **DAWDF:**
    - **Provides permanency at $500M (keeps tax)**
    - **Expands access to expired funds**
    - **Annual report due date extended to**
  - **AcqDemo extension through to 202**
  - **Permanent Expedited Hiring Autho**

- **FY17 Proposals**
  - **Senior Military Acquisition Advisors/Adjunct Professor program**
  - **AcqDemo permanency**
  - **DAWDF use flexibilities**

# DoDI 5000.66

- **New instruction incorporates new / updated requirements and changes; consolidates three policies to streamline and reduce bureaucracy**
  - **Directive 5000.52**
  - **Data Instruction 5000.55**
  - **Updated Instruction 5000.66**

- **New Instruction is first policy update since 2005**
  - **Incorporates 5000.52 and 5000.55**
  - **Incorporates Better Buying Power Initiatives**
  - **Incorporates DAWDF language**

- **Informal coordination complete; Comment Adjudication Underway**
  - **207 comments – 142 Critical and Substantive, with 65 Administrative**

| Jun 2015 - Mar 2016 | Jun | Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar |
|---|---|---|---|---|---|---|---|---|---|---|
| Provide draft to WMG for review | ▲—▲ | | | | | | | | | |
| Adjudication of comments from informal review | | ▲———————————————▲ | | | | | | | | |
| HCI final review (5000.66, Desk Guide, Data Dictionary) | | | | | | ▲—▲ | | | | |
| Start of formal coordination | | | | | | | ▲—▲ | | | |
| Formal coordination | | | | | | | | ▲—▲ | | |
| Staffing signature and publication | | | | | | | | | | ▲—▲ |

Formal coordination projected to start January 2016

# *AcqDemo*

- **Why AcqDemo for the Acquisition Community?**
  - **AcqDemo is a demonstration personnel management system that provides the Acquisition Community the ability to design and implement effective personnel management flexibilities and processes in the areas of:**
    - **Performance Management**
    - **Classification**
    - **Staffing**
    - **Compensation**
    - **Employee Development**
  - **Acq Demo Expansion**
    - **Updating Federal Register notice to expand management flexibilities**
    - **Upcoming Expansion will bring participant (currently 16,500)**
      - **Air Force Materiel Command (AFMC)**
      - **Naval Sea Systems Command (NAVSEA)**
      - **Navy Strategic Systems Programs (SSP)**

# *Key Leadership Positions*

**Nov 2013 AT&L KLP Memo –**

- **Established mandatory KLPs**
- **Established higher standards/qualifications**
- **Implemented KLP Joint Qualification Boards**
  - **USD AT&L delegated Q-Board implementation decision to**

    **Functional Leaders**
    - T&E held Dec 2014 (34 applicants, 17 selected)
    - LCL held Sept 2015 (45 applicants)
    - T&E held 8 Dec 2015 (36 applicants, 5 applied in 2014)
    - PQM scheduled Jan 2016 (application deadline 8 Jan)

  - **Benefits of Joint Qualification Board Process**
    - Meaningful professional credential
    - Raise the professionalism of the acquisition workforce
    - Talent management and succession planning opportunity
    - Develop a pool of pre-qualified professionals to fill key leadership positions

  - **Path Forward**
    - Establish strategic communications plan

# GAO: Defense Acquisition Workforce Report

- **GAO issued final December 2015 report, "Defense Acquisition Workforce: Actions Needed to Guide Planning Efforts and Improve Workforce Capability"**

- **GAO Recommendations provided for executive action to improve oversight and management of the AWF, specifically to ensure DoD has the right people, with the right skill to meet future needs**
  - **Issue an updated acquisition workforce plan in fiscal year 2016 that includes revised career field goals;**
  - **Issue guidance to focus component hiring efforts using the Defense Acquisition Workforce Development Fund on priority career fields**
  - **Ensure the functional leader of the production, quality, and manufacturing career field completes an initial competency assessment; and**
  - **Establish timeframes, in collaboration with functional leaders to complete future career field competency assessments.**
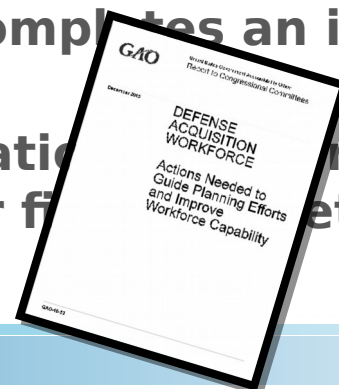
# *New Recruiting Initiatives…*
# *We Need Your Help!*

## Acquisition Career Day

- Planned for 2016/2017 the Washington DC Metro Area
- Collaborative effort with all the Components
- Objective is to educate the public on Acquisition Career Opportunities
- Invite Services to demonstrate technologies and capabilities they design, build, and/or procure

## Acquisition College Internships

- Problem – Recruiting on College Campuses
- Solution – Develop a Pilot Acquisition College Internship Program (aka SCEP)
  - Establish Partnerships with Colleges/Universities
  - Hire rising college juniors to work summers and breaks
  - Non-competitive conversion into Recent Graduate (entry level) positions after graduation
  - Paid for by DAWDF as a recruiting initiative
- Goal – To get on the College "radars" for offering summer internships and future employment

# *HCI Team and Communications*

- **HCI Charter signed by Mr. Kendall**
- **New HCI Team Members**
  - **Ms. Pamela Jamieson**
  - **Ms. Sophie Webb-Lopez**
  - **Ms. Shannon Potter**
  - **Mr. Charles Sumpter to Government Civilian**
  - **Ms. Adrienne Evertson**
  - **Mr. Jamie Price**
  - **Mr. Adam Polite**
  - **Ms. Cathy Dunleavy**

- **HCI New Communications**
  - **Email address: firstname.lastname@HCI.MIL**
  - **Website: www.HCI.mil**
  - **Facebook: https://www.facebook.com/ATLHCI**
  - **Twitter: @ATLHCI**

# Questions?

# *BACKUP*

# AWF Historical Size Detail by Career Field (Civilian)

| Overall<br>Defense Acq Workforce<br>Career Field | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | % Change Since FY08 | % Change Since FY14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Engineering | 32,612 | 32,886 | 32,592 | 32,421 | 34,511 | 37,031 | 37,853 | 37,903 | 37,749 | 37,551 | 39,437 | 22% | 5% |
| Contracting | 22,088 | 23,837 | 22,515 | 21,773 | 23,752 | 25,769 | 26,110 | 25,648 | 25,383 | 24,844 | 25,280 | 16% | 2% |
| Life Cycle Logistics | 11,429 | 11,329 | 11,664 | 12,415 | 13,927 | 15,777 | 16,259 | 16,498 | 16,130 | 16,663 | 18,195 | 47% | 9% |
| Program Management | 7,546 | 8,211 | 7,939 | 8,070 | 8,789 | 10,306 | 11,163 | 11,243 | 11,349 | 11,389 | 12,075 | 50% | 6% |
| Production, Quality and Man | 8,819 | 8,322 | 7,730 | 8,445 | 8,356 | 9,038 | 8,910 | 8,815 | 8,993 | 8,986 | 9,163 | 9% | 2% |
| Test and Evaluation | 5,822 | 5,503 | 5,620 | 5,608 | 6,152 | 6,723 | 6,811 | 6,838 | 6,841 | 6,833 | 6,971 | 24% | 2% |
| Facilities Engineering (NEW) | 8,356 | 3,927 | 4,394 | 4,919 | 5,420 | 6,910 | 7,427 | 7,290 | 6,970 | 6,617 | 6,983 | 42% | 6% |
| Information Technology | 4,842 | 4,377 | 4,017 | 3,579 | 4,034 | 4,899 | 5,296 | 5,587 | 5,627 | 5,564 | 6,200 | 73% | 11% |
| Business (Fin Mgt) | 7,790 | 7,468 | 7,137 | 6,840 | 7,059 | 6,873 | 6,846 | 6,613 | 6,314 | 5,997 | 6,038 | -12% | 1% |
| Auditing | 3,536 | 3,486 | 2,852 | 3,638 | 3,777 | 4,143 | 4,231 | 4,505 | 4,368 | 4,560 | 4,316 | 19% | -5% |
| S&T Manager (NEW) | 271 | 275 | 443 | 416 | 562 | 2,460 | 2,540 | 2,696 | 2,830 | 2,923 | 3,245 | 680% | 11% |
| Business (Cost Est) | - | - | - | - | - | 1,035 | 1,199 | 1,210 | 1,246 | 1,259 | 1,289 | | 2% |
| Purchasing | 2,428 | 1,679 | 1,170 | 1,184 | 1,236 | 1,286 | 1,276 | 1,338 | 1,283 | 1,205 | 1,330 | 12% | 10% |
| Property | 571 | 530 | 481 | 451 | 475 | 501 | 482 | 449 | 402 | 389 | 400 | -11% | 3% |
| *Unknown/Other* | 2,836 | 1,333 | 3,245 | 1,175 | 395 | 70 | 49 | 81 | 28 | 28 | 40 | | |
| | | | | | | | | | | | | ↑ | ↑ |
| **TOTAL** | 118,946 | 113,163 | 111,799 | 110,934 | 118,445 | 132,821 | 136,452 | 136,714 | 135,513 | 134,808 | 140,962 | 27.1% | 4.6% |

# *Challenges*

- **Budget Constraints and Uncertainties**

- **Headquarters Reductions**

- **Morale: Hiring Freezes/Government shutdown**

- **Losses outpacing Gains / Atrophy**

- **Hiring**
  - **Length and complexity of hiring process**
  - **Varying implementation of policy and procedures**
  - **Inability to recruit and hire on college campuses**

- **Recruiting/Branding**
  - **Poor image of Government as employer**
  - **Perceptions of noncompetitive salaries**
  - **Competition with Industry and other agencies**
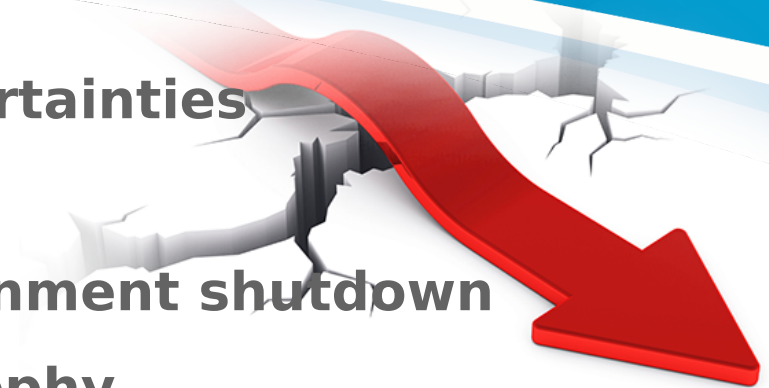
# *Good News*

- **Sustained AWF levels (~150,000) over the last few years**
  - **Current size 156,313**

- **DAWDF is permanent and f... resourced at $500M per ye...**

- **Most qualified AWF in history**

- **Hill support**

- **Senior leadership support**

## *Well Postured for the Future*

# *AT&L AWF Strategic Plan*

- **Draft FY16-FY21 plan 90% complete**
- **Draft sections are under review by AT&L editors**
- **Formal coordination starts Jan 2016**
- **Strategic Plan Goals:**
  - **1) Make DoD an employer of choice**
  - **2) Shape the AWF to achieve current and future Acquisition requirements**
  - **3) Improve the quality and professionalism of the AWF**
  - **4) Continuously improve monitoring and assessment capability**

## Elements of the Plan

- **Message from the USD(AT&L)**
- **Introduction**
- **Background**
- **Planning Framework**
- **Where We Have Been**
- **State of the Workforce**
- **Assessment of Challenges**
- **Looking Ahead**
- **Component Appendices**
- **Career Field**

# Fulfillment / Equivalency

**Equivalency Program**
- DAU provides the opportunity for other organizations (federal government agencies, colleges/universities, private vendors, and non-profits) to offer courses, programs, or certifications which DAU would accept as equivalent to one or more DAU courses if upon evaluation of the materials and standards, they adequately address the entire DAU course learning outcomes for a selected DAU course.
- If the equivalency was taken within the valid date range, then it is accepted.

**Fulfillment Program**
- DoD students assigned to an acquisition position can complete program training requirements through an assessment of the student's past training and experience, regardless of source, against the learning outcomes of select DAU courses, DoD components and agencies may approve a fulfillment request by the student, thereby certifying that the student possesses the knowledge, skills, and abilities that would otherwise have been gained by attending the DAU course.

# Background

- Service implementation of Fulfillment differs, and some concerns have arisen in consistency of implementation of fulfillment across the agencies

- ATRRS data shows that the 4$^{th}$ Estate issued 878 fulfillments in a 1 year timeframe

- Some individuals have more as many as 15 fulfillments or equivalencies in their training records

- Services are going to start to submit fulfillment /equivalency data to the student information system, so now is a good time to re-evaluate the process

# Historic Fulfillment Process

❑ **Employee completes DD Form 2518 'Fulfillment of DoD Mandatory Training Requirements'**

❑ **Employee finds fulfillment competency guide on DAU Blackboard site**

❑ **Employee submits both items to supervisor for review and approval (signature on DD Form 2518)**

❑ **Agency approval process takes place for signature on DD Form 2518**

❑ **Agency submits approved DD Form 2518 to DoDDACMQuotas@asmr.com for entry into ATRRS Training History**

❑ **Problems with current process:**
   ❑ **Hard to ensure consistency across components**
   ❑ **Cannot audit fulfillment process without complete fulfillment package**

# Historic Fulfillment Process

❑ **Employee completes DD Form 2518 'Fulfillment of DoD Mandatory Training Requirements'**

❑ **Employee finds fulfillment competency guide on DAU Blackboard site**

❑ **Employee submits both items to supervisor for review and approval (signature on DD Form 2518)**

❑ **Agency approval process takes place for signature on DD Form 2518**

❑ **Agency submits approved DD Form 2518 and fulfillment competency guide to** DoDDACMFulfillment@dau.mil **for 4th Estate DACM approval and entry into ATRRS Training History.**

# Outcomes from Change

1. Provides a process for ensuring consistent implementation of fulfillment program across 4th Estate

2. Relieves agencies from requirement to maintain fulfillment packages for one year period

3. 4th Estate DACM will provide tools to assist agencies in evaluating common fulfillment packages based on predecessor training
   - Form / Guide for fulfillment of CON 280 and CON 290 for employees certified at Contracting level II will be provided to agencies by 1/20

4. To minimize impact of the additional approval, all packages submitted with 3 business days for review will be reviewed by COB Monday (if submitted by COB Wednesday, will be approved or returned to agency with request for follow on discussion).

5. Agencies can write to DoDDACMFulfillment@dau.mil to schedule a "pre-fulfillment" meeting where an employees background and training can be discussed and a strategy for pursuing fulfillment can be discussed.

# Prerequisite Waivers

❑ **Prerequisites generally should be completed, fulfilled, or waived and should rarely be "waived" in the system.**

❑ **One blanket exception would be to allow those certified at Level III in a career field to "waive" prerequisites that are now certification requirements to take any lower level course for core-plus training**
  - ❑ **Example: Someone certified at Level III in contracting would not need to complete CON 127**

❑ **A second exception is that employees that have been certified at Level I or higher in Contracting under a previous curriculum does not need to go back to take CON 090 (e.g. someone previously certified at Level I in Contracting does not need to take CON 090 to take CON 170).**

# *International Acquisition (INTL) Career Path Update*



## Col Mike Malley

## OUSD/AT&L/International Cooperation

# Purpose & Agenda

*OUSD(AT&L) International Cooperation*

**Purpose:  provide an update on the INTL Career Path activities**


**Agenda:**

- **INTL Career Path implementation**
- **BBP 3.0 INTL task**

# INTL Career Path
# - The Past 18 Months

*OUSD(AT&L) International Cooperation*

- **Sep 2014 USD(AT&L) directed the INTL Career Path be opened to all functional fields (i.e., not just PMs)**

- **In Mar 2015, Dir International Cooperation released INTL implementation guidance (next slide)**

  - Position coding guidelines, Career Path core training standards, and INTL position description

  - INTL coding is always a secondary or specialty coding to an employee's primary functional coding (e.g., PM)

- **Dec 2015:**

  - AF and DoN complete position coding; Army and 4th Estate still underway

  - INTL FIPT agreed on minor changes to Career Path training standards

Since 2007 Beginning, INTL Career Path Continues to Mature to Meet

# March 2015 Implementation Guidance

## Focused on three elements:

1. **Coding INTL billets consistent with Position Category Description**
   - INTL billet coding applies to all functional areas
   - There is no 50% work duty requirement

2. **Roll-out of INTL Career Path**
   - Defined training standards around core competencies codified in DoDI 5000.02 and agreed to by FIPT
   - Does not include certification

3. **Capturing training metrics for personnel in INTL-coded billets**

### INTL Core Competencies

| International Cooperative Programs | Sales & Transfers |
|---|---|
| Defense Exportability Integration | Technology Security & Foreign Disclosure |
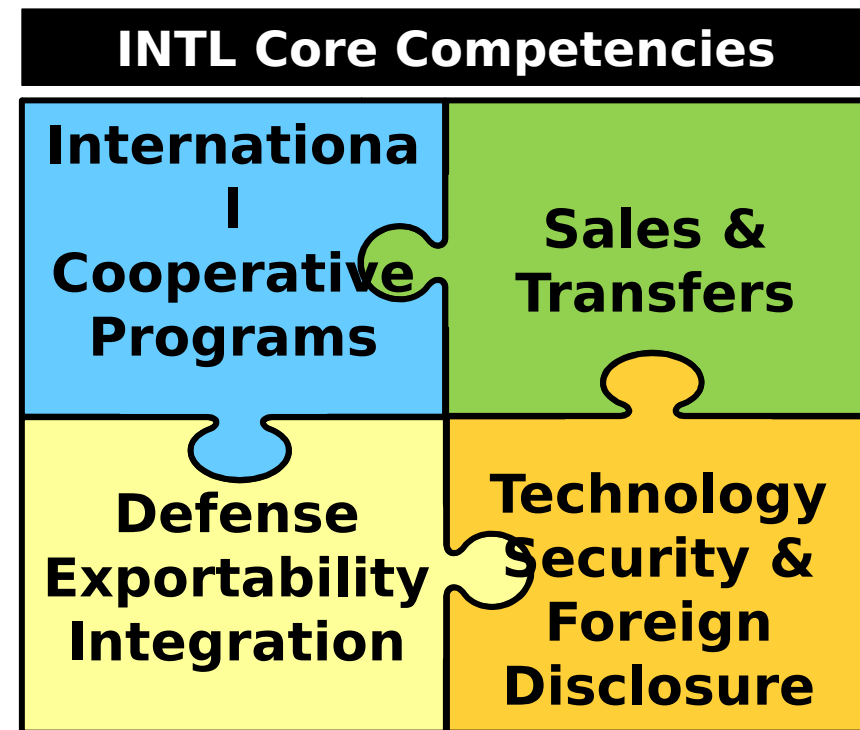
# INTL Demographics

| IACP Workforce Size | | Civilian | | Military | |
|---|---|---|---|---|---|
| Total | 3013 | 2953 | 98% | 60 | 2% |
| Army | 57 | 57 | 100% | | 0% |
| DoN | 1360 | 1346 | 99% | 14 | 1% |
| Air Force | 1592 | 1546 | 97% | 46 | 3% |
| DISA | 1 | 1 | 100% | | 0% |
| MDA | 3 | 3 | 100% | | 0% |

| Career Field | # | % |
|---|---|---|
| Business - Cost Estimating | 49 | 1.6% |
| Business - Financial Mgmt | 377 | 12.5% |
| Contracting | 311 | 10.3% |
| Engineering | 673 | 22.3% |
| Facilities Engineering | 3 | 0.1% |
| Property | 1 | 0.0% |
| Information Technology | 14 | 0.5% |
| Life Cycle Logistics | 613 | 20.3% |
| PQM | 29 | 1.0% |
| Program Management | 929 | 30.8% |
| S&T Manager | 3 | 0.1% |
| Test and Evaluation | 11 | 0.4% |
| Total | 3013 | 100.0% |

## INTL Workforce Position Levels

- level I  - level II  - Level III

11%
51%
38%
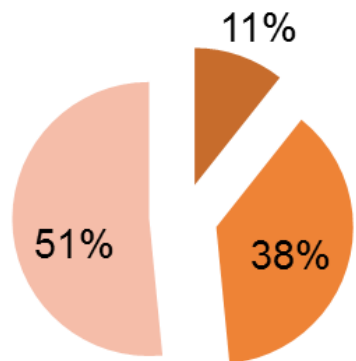
## Take-aways

- Coding ~50% complete
- Primary functional areas: BFM, Contracting, Engineering, Logistics, PM

# INTL Career Path
# - Core Training Standards

## Core Training Standards

### Prerequisite Training

**ACQ 101**
Fundamentals of Systems Acquisition Management

**ACQ 202**
Intermediate Systems Acquisition, Part
**35 hrs online**

**ACQ 120**
Fundamentals of International Acquisition Course
**19 hrs online**

**ACQ 130**
Fundamentals of Technology Security/Transfer
**12 hrs online**

**ACQ 230**
International Acquisition Integration
**4.5 days classroom**

Non-International Acquisition-specific classes

International Acquisition-specific classes
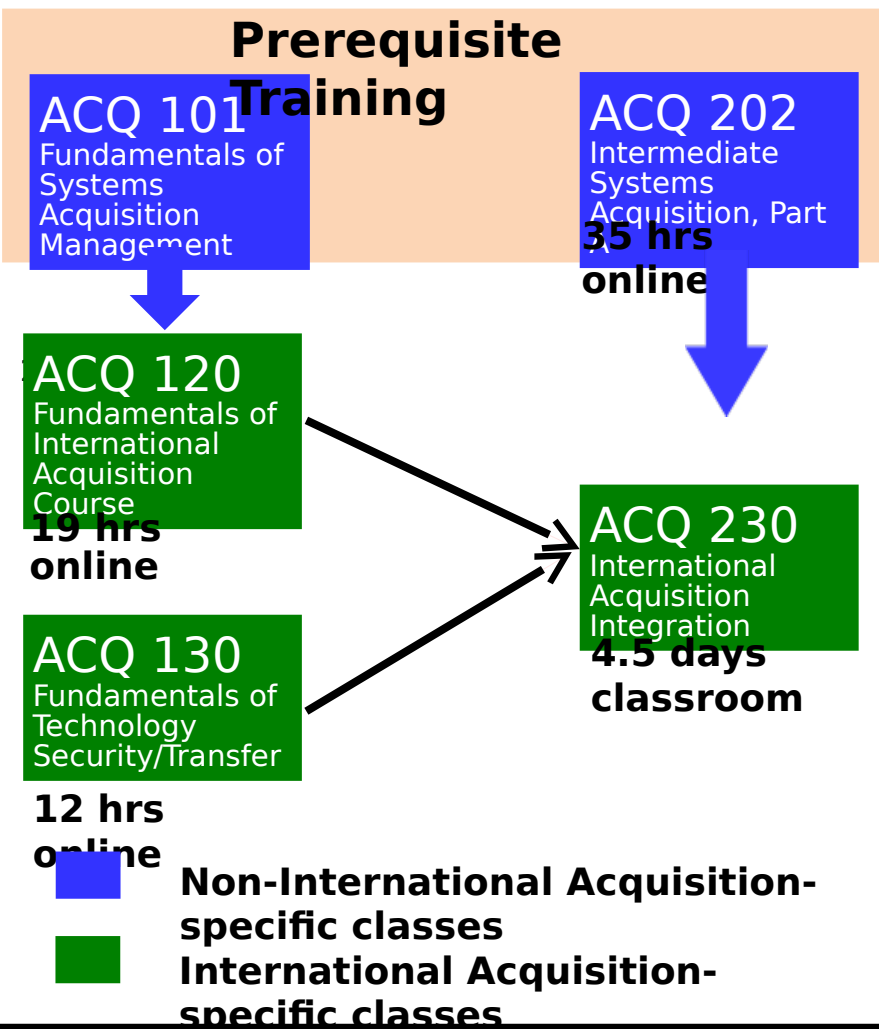
- **All personnel in International Acquisition billets must complete Core Training Standards**

- **Standards must be met within 24 months of filling a coded billet**

**Implementation Issues:**

– Acq Workforce is used to Level 1/2/3 format; this implementation left workforce confused

– Acq 202 prerequisite was challenging for individuals in Level 1 billets

# INTL Career Path - Unique Position Training Standards

## Unique Position Training Standards

**Prerequisite Training**

**ACQ 230**
International Acquisition Integration
**4.5 days classroom**

**ACQ 340**
Advanced International Management Workshop
**All IC Duty Types**
**4.5 days classroom**

**ACQ 380**
International Acquisition Management
Level III Personnel
**4.5 days classroom**
Planned for late 2016

**ACQ 350**
Advanced Tech Security/Control Workshop
**All TSFD Duty Types**
**4.5 days classroom**

■ **International Acquisition-specific classes**

- **Position Training Standards dictated by the type of duty performed in a specific IA billet**

- **Employee and his/her supervisor determine necessity of this training**

- **Standards must be met within 24 months of filling a coded billet**

**Implementation issue: no way to measure compliance with these training standards**

# INTL Career Path
# - Core Plus Development

| Core Plus Development Guide | | Type of Duties | | | |
|---|---|---|---|---|---|
| **Desired Training** | | **ICP** | **Def Sales** | **Acq Strat** | **TSFD** |
| CLC 027 | Buy American Act | ¶ | ¶ | ¶ | ¶ |
| CLC 052 | Contracting with Canada | ¶ | ¶ | ¶ | ¶ |
| CLC 125 | Berry Amendment | ¶ | ¶ | ¶ | ¶ |
| CLE 022 | Program Manager Introduction to Anti-Tamper | ¶ | ¶ | ¶ | ¶ |
| CLE 068 | Intellectual Property and Data Rights | ¶ | ¶ | ¶ | ¶ |
| CLI 001/002/003 | International Armaments Cooperation (IAC), Part 1/2/3 | ¶ | | | |
| CLI 004 | Information Exchange Program (IEP), DoD Generic | ¶ | | | |
| CLI 005/006 | RDT&E (IEP) Army-Specific/RDT&E (IEP) Navy-Specific | ¶ | | | |
| CLI 007 | Technology Transfer and Export Control | ¶ | ¶ | ¶ | ¶ |

- **Non-mandatory IA-specific training available to the workforce**

- **Provides training depth in several specific IA-related areas**

- **Helps maintain employee currency, job performance, and prep for new positions**

# INTL Implementation Revision - Agreed to at Dec FIPT

*OUSD(AT&L) International Cooperation*

## Summary:

– Aligns Training Standards to familiar Level 1/2/3 format;

– Maintains status quo for Core Plus Development

## Premise:

– Reduces confusion by Increasing similarity between INTL implementation & Career Field

**Important: this revision is not yet finalized; iCatalog and DAU website still show legacy Career Path**

## Training Standards

### Prerequisite Training

**ACQ 101**
Fundamentals of Systems Acquisition Management

**ACQ 202**
Intermediate Systems Acquisition, Part A
**35 hrs online**

**ACQ 380**
International Acquisition Management
**Level III Personnel**
**4.5 days**

**ACQ 120**
Fundamentals of International Acquisition Course
**19 hrs online**

**ACQ 130**
Fundamentals of Technology Security/Transfer
**12 hrs online**

**ACQ 230**
International Acquisition Integration
**4.5 days classroom**

**ACQ 340**
Advanced International Management Workshop
**All ICP Duty Types**
**4.5 days classroom**

**ACQ 350**
Advanced Tech Security/Control Workshop
**All TSFD Duty Types**
**4.5 days classroom**

**Level 1**

**Level 2**

**Level 3**

# BBP 3.0 Specific Action

DAU, with the Services/SAEs and Director IC, will lead an assessment of the current career field training curriculum to identify opportunities to include international acquisition & exportability training for ***personnel not in international acquisition coded positions*** by February 2016.  ***Target communities for enhanced training include acquisition PMs*** and U.S. Embassy personnel assigned to Security Cooperation Organizations

*Concept is that all acquisition personnel need some International Acq*
*Competency; but not to the Level of Near Fulltime*

# Exemplar Data

## Breakdown of International Acq Aspects in 111 MDAPs



No International Aspects
Ongoing International Aspects
Planned International Aspects
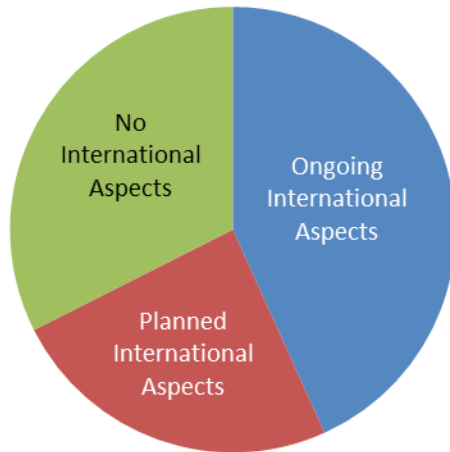
**36 MDAPs:  no current/planned FMS or Cooperative Development**

**27 MDAPs:  planned FMS or Cooperative Development**

**48 MDAPs:  active FMS or Cooperative Development**

## FMS and Service Procurement:

### 5-Year Average, FY10-14



Army
Air Force
Navy
FMS
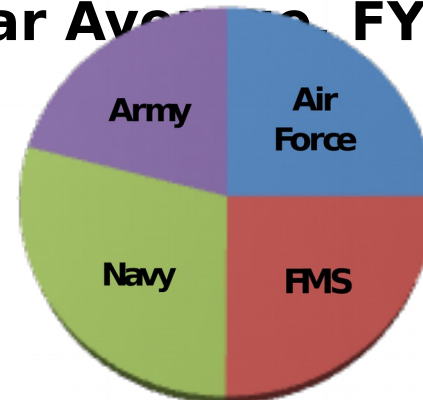
**#1.  $45.1 Billion  Navy (incl. USMC)**

**#2.  $39.0 Billion  FMS**

**#3   $38.8 Billion  Air Force**

**#4   $32.4 Billion  Army**

*PMs are Working International Acquisition Activities...Are They Prepared?*

# Potential Alternatives

| ALT | Require ACQ 120 and ACQ 130 for all PMs | Develop New INTL DL course for PMs | Integrate INTL in existing ACQ/PMT courses |
|---|---|---|---|
| PRO | • Immediately available<br>• No special curriculum development or maintenance | • Tailor to PM's needs<br>• Doesn't require as many seat hours (estimate < 10 hours) | • Logical progression of knowledge across career<br>• INTL integrated with other acquisition elements as in real life<br>• Doesn't require as many seat hours (< 8 hours) |
| CON | • 31 seat hours; more than needed | • Curriculum develop-ment time/funds | • Curriculum development time/funds |

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# Existing International Content in PM Courses

OUSD(AT&L) International Cooperation

BBP 3.0 Task Approach:

1. DAU, Service INTL Functional Reps, and AT&L/IC reviewed "core" PM courses to examine International Acq content (table below)

2. Develop International Acq Objectives appropriate for these courses to meet Mr. Kendall's intent

| Course # | Course Name | Int'l Objectives |
|---|---|---|
| ACQ 101 | Fundamentals of Systems Acquisition Management | None |
| ACQ 202 | Intermediate Systems Acquisition, Part A | Almost none |
| ACQ 203 | Intermediate Systems Acquisition, Part B | None |
| ACQ 315 | Understanding Industry (Business Acumen) | None |
| PMT 251 | Program Management Tools Course, Part I | None |
| PMT 257 | Program Management Tools Course, Part II | None |
| PMT 352A | Program Management Office Course, Part A | Significant but dated |
| PMT 352B | Program Management Office Course, Part B | Significant but |

# Current Competency Break-out in PM Courses

| % Trg Time | Training Focus Area | |
|---|---|---|
| 18% | BUSINESS | |
| 2% | | Cost Estimating |
| 8% | | Financial Management |
| 8% | | Understanding Industry |
| 13% | CONTRACTING | |
| 13% | | Basic Contracting |
| 0% | | Small Business |
| 0% | | DCMA |
| 8% | IT/SW | |
| 0% | PROGRAM PROTECTION | |
| 0% | | Counter Intelligence |
| 0% | | Cyber Security |
| 0% | INTEL/THREAT ASSESSMENT | |
| 9% | LIFE CYCLE LOGISTICS | |
| 1% | | Performance-based (PBL) |
| 2% | PQM | |
| 30% | PROGRAM CONTROL | |
| 8% | | EVM |
| 6% | | Scheduling |
| 4% | | Risk Management |
| 1% | | International/Joint |
| 3% | | JCIDS/Requirements |
| 7% | | Mgt Processes/Reporting |
| 0% | | Facilities Engineering |
| 10% | SYSTEMS ENGINEERING | |
| 1% | SCIENCE & TECHNOLOGY | |
| 5% | TEST & EVALUATION | |
| 1% | ACQ OF SERVICES | |
| 3% | LEADERSHIP | |
| 0% | EMERGING POLICY-BBPi | |
| 0% | AUDITING | |
| 100% | TOTALS | |

*International Acquisition currently comprises ~1% of PM course training*

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# Summary of Initial Recommendations

| Course # | Time Needed (estimate) | New Competencies |
|---|---|---|
| ACQ 101 | 45 minutes | • Recognize major International Acquisition and Exportability (IA&E) considerations within defense acquisition |
| ACQ 202 | TBD minutes | • Apply IA&E policies in developing acquisition strategies and executing international programs |
| ACQ 203 | TBD minutes | • Incorporate FMS, cooperative program, technology security, and exportability in existing exercises or a new exercise |
| ACQ 315 | Minimal | • Describe the importance of international acquisition programs to U.S. industry<br>• Describe how industry conducts business development on international programs including relationships with the U.S. Government and DoD organizations |
| PMT 352A | No additional | Minor revisions to existing competencies with updated content |

## *PM FIPT Accepted Recommended Plan to Update PMT 352 A/B; and Refine Proposed Content for Remaining Courses (including SYS 202)*

# Back-up

# Defense Acquisition Talent Management System (DATMS)

## Implementation and Enhancements

**Aiden Thornhill**
**January 12, 2016**

# DATMS Updated Modules

- Certification
  - System check of completed DAWIA functional training requirements
  - Supports up to 4 levels of final approval authorities (FAA) per career field level

- Continuous Learning
  - Acquisition Workforce members only

- Defense Acquisition Corps (DAC)
  - Supports up to 4 levels of final approval authorities (FAA) per career field level

- Career Development (new)
  - Competency based module that collaborates with DAWIA certification to further fortify the Acquisition Workforce by providing functionality that allows each agency to:
    - Establish competency requirements by position
    - Collaborative competency assessments by employee and supervisor
    - Identification of potential competency decencies
    - Aggregate deficiency statistics to allow for gap closure strategy
    - Provide employees a tool to track competency progress via a Development Plan

# DATMS - Career Development Implementation

## Competencies

| Competency | Required Rating | |
|---|---|---|
| (Acquisition Workforce Qualification Initiative (AWQI)) Solicitation of Offers | 3 | ✕ |
| (Acquisition Workforce Qualification Initiative (AWQI)) Pre-Solicitation, Solicitaton and Source Selection | 3 | ✕ |
| (Acquisition Workforce Qualification Initiative (AWQI)) Close-Out Contracts | 3 | ✕ |

**Add Competency**

Acquisition Workforce Qualification Initiative (AWQI) ▼

Close-Out Contracts

3 ▼

[Add]

## Competencies

| | | Personal | Supervisor | Required | |
|---|---|---|---|---|---|
| (Acquisition Workforce Qualification Initiative (AWQI)) Close-Out Contracts | Pr | 1 | 0 | 3 | ▼ |
| (Acquisition Workforce Qualification Initiative (AWQI)) Pre-Solicitation, Solicitaton and Source Selection | Pr | 3 | 0 | 3 | ▼ |
| (Acquisition Workforce Qualification Initiative (AWQI)) Solicitation of Offers | Pr | 1 | 0 | 3 | ▼ |

## DATMS
### Defense Acquisition Talent Management System

### Agency Overview

| | | |
|---|---|---|
| 456 Employees | 7 Supervisors | 4 (1%) Mentors | 4 (1%) Experts |
| View Details | View Details | View Details | View Details |
| 117 of 456 Employees Approaching Retirement | 49 (37) Positions (Vacancies) | 78.38 % Gap Closure Rate | Competency Progression |
| View Details | View Details | View Details | View Details |

## Edit Career Development Plan (CDP) - Joey Employeeee

Development Plan

Competencies [Add+]

**Solicitation of Offers** >

### Tasks [Add+]

Conduct market research using relevant resources prior to solicitation to understand the industry environment and determine availability of sources of supply and / or services. ▼

Develop a solicitation that communicates small business size standards by taking the actions stated in FAR subpart 19.1. ▼

### Strategies [Add+]

Army Training Program (ATRRS) ▼

# DATMS Reports

- Continuous Learning example: Extracting an agency wide view and/or exporting to Excel.

## Report Options - Continuous Learning Status

| Report Format: | Active HTML |
| Agency: | Defense Acquisition University (FACULTY and STAFF ONLY) |
| Sub-Agency: | Select Sub-Agency |
| Current CL Cycle End Date Range: | Jan 11 2016 To Jan 10 2018 (inclusive) Clear Date |

Get Report

Export to Excel

## Continuous Learning Status List

Report Date: 11 JAN, 2016

Agency: Defense Acquisition University (FACULTY and STAFF ONLY)
Sub-Agency: All
Current CL Cycle End Date Range: Jan 11 2016 to Jan 10 2018
Filtered by: All

| Agency | Sub-Agency | #Workforce Member without CL Requirement | #Workforce Member with CL Requirement | #Workforce Member Met CL Requirement for Current Cycle | CL Status Current | CL Status Not Current |
|---|---|---|---|---|---|---|
| Defense Acquisition University (FACULTY and STAFF ONLY) | N/A | 35 | 365 | 74 | 253 | 112 |
| Total - Defense Acquisition University (FACULTY and STAFF ONLY) | | 35 | 365 | 74 | 253 | 112 |
| TOTAL | | 35 | 365 | 74 | 253 | 112 |

# DATMS Reports

**Export to Excel** ←

## Continuous Learning Status List

Report Date: 11 JAN, 2016

Agency: Defense Acquisition University (FACULTY and STAFF ONLY)

Sub-Agency: All

Current CL Cycle End Date Range: Jan 11 2016 to Jan 10 2018

Filtered by: All

- Export to Excel at this level will provide an agency overview.

| Agency | Sub-Ag Name | Email | Job Series | Career Field | Career Field Level Achieved | Career Field Level Required | Acquisition Corps Member | Current CL Achievement Expiration Date | Current CL Cycle Date | Current CL Cycle Points Accomplished | Current CL Cycle Points Needed |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Defense Acquisition University (FACULTY and STAFF ONLY) | N/A | ABIG/ abiga | 1105 | Program Management | 0 | 0 | N | | 11/01/2014 - 10/31/2016 | .0 | 80.0 |
| | N/A | ALBE albert | 0346 | Life Cycle Logistics | 3 | 3 | Y | | 10/01/2014 - 09/30/2016 | 15.0 | 65.0 |
| | N/A | ALET. aleta.\ | 1102 | Contracting | 3 | 3 | Y | | 10/01/2014 - 09/30/2016 | 53.0 | 27.0 |
| | N/A | ALLE allen.l | 1101 | Program Management | 3 | 3 | Y | | 10/01/2014 - 09/30/2016 | 25.0 | 55.0 |
| | N/A | ALVIN alvin.l | 1101 | Program Management | 3 | 3 | Y | | 10/01/2014 - 09/30/2016 | 54.0 | 26.0 |
| | N/A | AMY ( amy.ti | 1102 | Contracting | 3 | 3 | Y | 09/30/2018 | 10/01/2014 - 09/30/2016 | 92.0 | .0 |
| | N/A | ANDF andre | 0346 | Life Cycle Logistics | 3 | 3 | Y | | 10/01/2014 - 09/30/2016 | 10.0 | 70.0 |
| | N/A | ANDF andre | 1101 | Program Management | 0 | 3 | Y | 09/30/2018 | 10/01/2014 - 09/30/2016 | 203.0 | .0 |
| | N/A | ANDF andre | 1101 | Business - Financial Man | 0 | 3 | Y | 09/30/2018 | 10/01/2014 - 09/30/2016 | 83.0 | .0 |

- Selecting an employee's <u>CL Cycle Date</u> provides the CL course level detail.

**Points Awarded:**

| End Date ▼ | Event Name | Event Type ▼ | Points Awarded ▼ |
|---|---|---|---|
| 10/16/2014 | 2014 Annual Ethics Review | Training (Functional, Technical) | 1.00 |
| 12/19/2014 | ACQ 315 | Academic Courses and Degrees | 37.00 |
| 02/20/2015 | ACQ 452 (DAU) | Academic Courses and Degrees | 25.00 |
| 10/15/2014 | ASD(A) Message | Training (Functional, Technical) | 1.00 |
| 11/06/2014 | BBP 3.0 All Hands with USD(AT&L) | Training (Functional, Technical) | 1.00 |
| 11/07/2014 | BEST VALUE CONTRACTING/GETTING TO THE RIGHT PRICE | Training (Functional, Technical) | 6.00 |
| 12/03/2014 | CLM 005 | Academic Courses and Degrees | 3.00 |
| 12/10/2014 | CYBERSECURITY CHALLENGES FOR DOD | Training (Functional, Technical) | 1.50 |

# DATMS Future Enhancements

- Supervisor User Role – to allow supervisors to track employee's Continuous Learning Points (CLP) status.  Currently, CLP reporting is only available to agency admin users.
- DAWIA Report Card – to provide a comprehensive DAWIA overview concerning each employee and the status towards certification.  Data elements will include:
  - Career Field level required, and
    - Incomplete DAU training curriculum for certification [should also assist with forecasting training requirements].
    - Status of DAU training curriculum, e.g. upcoming reservation, training in-progress, etc.
  - Experience and Education
  - Identify Critical Acquisition Positions (CAP) and Key Leadership Positions (KLP)
  - Create alerts for impending deadlines
  - Additional reporting capabilities

- Further down the road…
  - Automated gap closure strategies for competency deficiencies.
  - Alignment of DAU training and AWQI competencies

# Questions/Comments

?

SIS Update
Prepared for 4th Estate Forum
1/12/16

# Student Information System (SIS) - Agenda

1) What is it?

2) What's next?/ Current status/roll-out plan for SIS

3) How will it help the Students & ATOs?

4) Outline interfaces with existing data systems

5) Roles of employees, supervisors, workforce reps

6) Business Rules

7) Communication & Outreach

8) Student Portal Demo

# What is a Student Information System for DAU?

# Primary Purposes/Functions of the SIS

1. Register students for DAU courses
2. Automate and standardize business process workflows to increase efficiencies
3. Interface with Defense Travel System (DTS)
4. CAC or Username & Password enabled
5. Enhanced student record keeping
6. Real-time access to data
7. Utilize commercial 21st century technology

# Overview of Functions



## STUDENT INFORMATION SYSTEM
### (Functions)

### Registration
- Registration Request
- Prerequisite Checks
- Cancellation Request
- Waitlists
- Electronic Notification of Status Change
- Completions/Failures
- Grades

### DAWIA Training Database
- Transcripts
- Reporting

### Scheduling & Administrative Services
- Offering/Section Creation
- Resource Optimization
- Faculty Teaching Certifications
- Quota/Seat Management
- Maintenance (Adjustments)
- Demand Management
- Targeted/Collaborative Portals
- Student Profiles
- Welcome Letters
- Pre-Course Materials
- Rosters
- Credit Associations
- Certificates
- Policy Information

### Electronic Catalog
- Historical Auditing of Courses
- Search Functionalities
- Equivalencies

### DAWIA Career Management
- Student Profiles
- Student Program Progression
- Certification/Degree Reqts
- Forecasting Demand
- Data Driven Decision Capability

### Faculty
- Rosters
- View Teaching Schedule
- Posting Grades
- E-mail/Broadcast
- View Student Profiles
- Course Announcements/Documents
- Faculty Teaching Certifications

### System Interfaces
Putting It All Together

Integrating technology into your business is what makes information systems work for you.

- Data Warehouse
- Learning Management System (LMS)
- Import/Export Capability
- Hand Shake w/Other Systems (i.e. MIS, ATRRS, DTS)

# SIS Student Preview
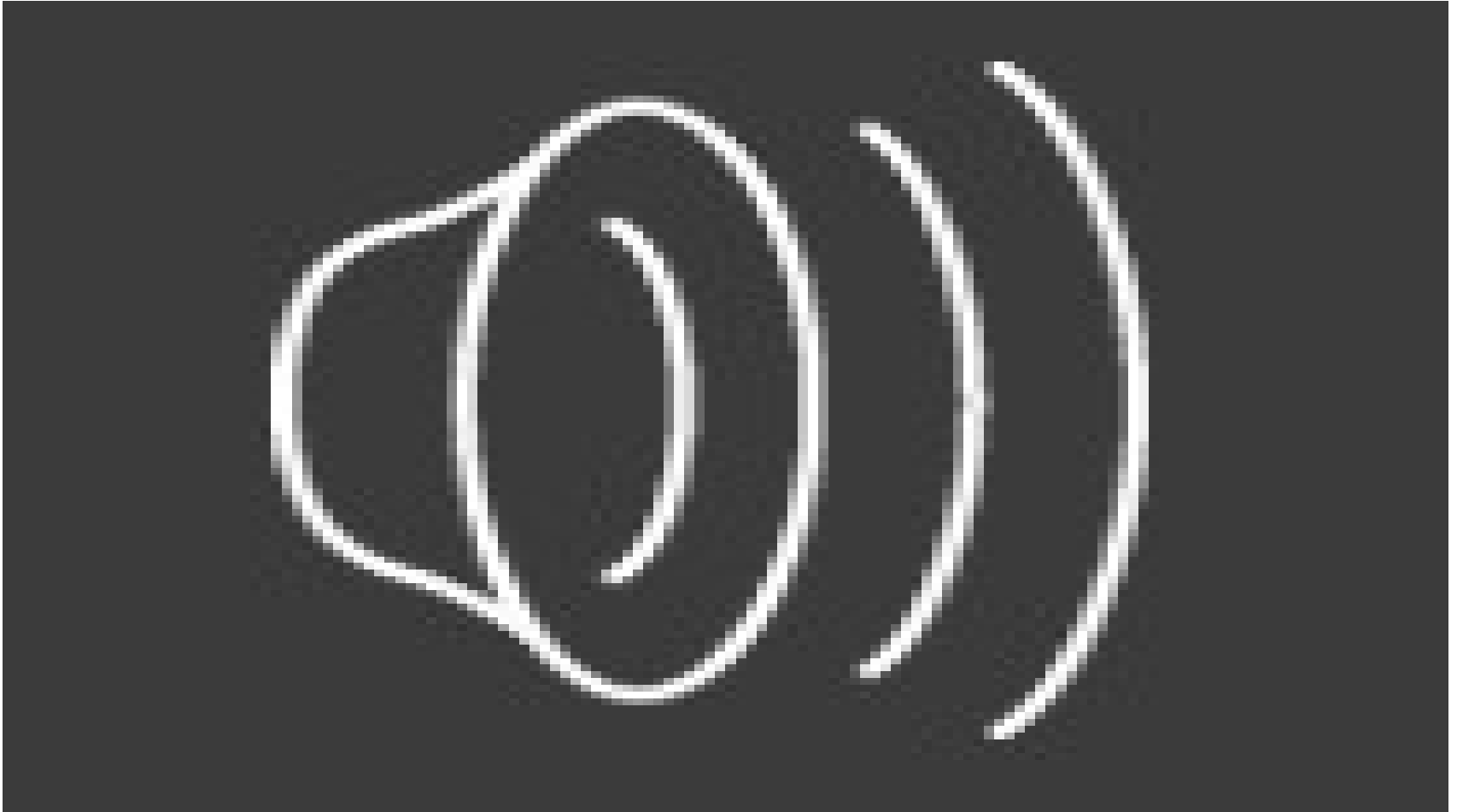
# Top Level Project Overview

Fragmented Systems → One Enterprise-wide System

**Core Functionality**
- DAU Integrated Catalog
- Registration & Student Services
- DAWIA training career management
- Schedule Development and Management

- Database of record for DAWIA transcripts
- Enterprise Reporting
- Classroom Management for DAU Faculty
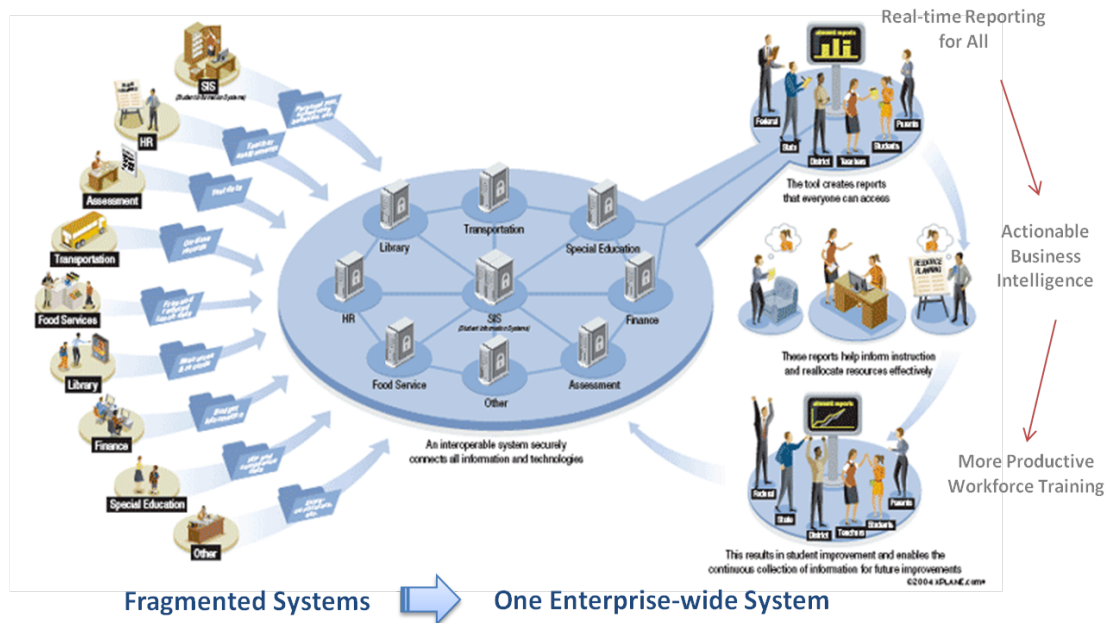
**Key Goals**
- Integrated Student Information System
- Leverage technology Investment of Commercial products - private sector R&D
- Reduced cycle time and faster insertion of new technology
- Lower life cycle costs
- Greater reliability and availability
- Streamline and standardize enterprise reporting across DAW
- Simplify web of legacy systems

# PORTiCO Structure



Talisma is the administrative side of PORTiCO

Student Portal
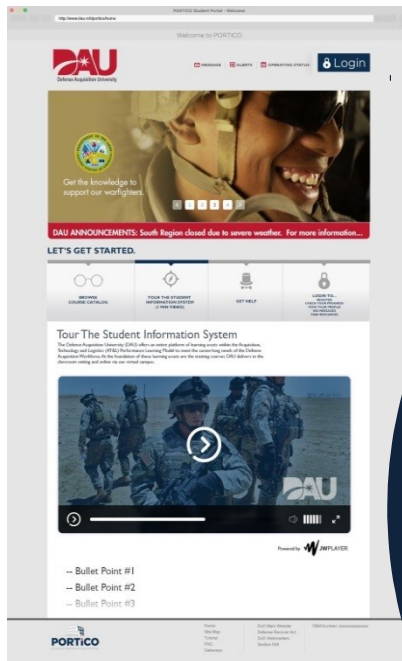
Talisma

The Student Portal is the only means for students to access PORTiCO.
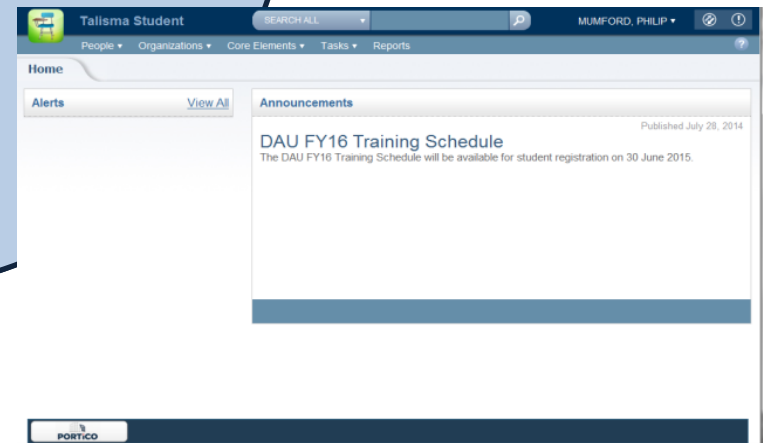
# What is Next?

# Roadmap to Deployment

2014

Q3' 2015

FSD1 Testing

FSD2 Testing

FSD3 Testing

Vulnerability Testing

Data Validation

UAT Testing

Portal Testing

Process Mocks

Unit Testing

Q4'15

Regression Testing

End to End Testing

Integrations Testing

Performance Testing

Q1&2' 16

Training

Training

Cutover

July 2016

LAUNCH

**PORTiCO**
STUDENT INFORMATION SYSTEM

# Testing Events over the Project Timeline

| | 2013 | | | 2014 | | | | 2015 | | | | 2016 | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |

| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Data Spins & Validation** | | Data Spin 1 & 2 | Data Spin 3 | Data Spin 4 | Data Spin 5 | Data Spin 5B/C | Data Spin 6 | Data Spin 7 | Data Spin 8 | | Data Spin 9 | | Data Spin 10 | Data Spin 11 | |
| **Beta Deliveries (FSD 1,2 & 3) and Releases up to 1.2** | | FSD 1 | FSD 2 | FSD 3 | Patch .6.9 | Patch .6.10 | | | | | Patch .7.1 | Patch .8.0 | Release 1 | Releases 1.1 and 1.2 | |
| **UAT Testing** | | FSD 1 Testing | | FSD 2 & 3 Testing | | | | UAT Cycle 1 | Cycle 2&3 | UAT Cycle 4 | | UAT Cycle 5 | UAT Cycle 6 | UAT Cycle 7 | |
| **Interface Testing** | | | | | Atlas (1), CEL (1), Testing | ATRRS (1), DTS (1), CEL (2), Atlas (2) Testing | | EID (1) Testing | | | | MS (1), ATRRS (2), DTS (2), CEL (3), Atlas (3) Testing | SAAR (1), MS (2,3), ATRRS (3,4), DTS (3,4), CEL (4,5), Atlas (4,5) Testing | ODS (1), DSHBD (1), MS (4), ATRRS (5), DTS (5), CEL (6), Atlas (6) Testing | |
| **Portal Testing** | | | | | | | | | | | Phase 1 Testing | Phase 2 Testing | Phase 3 Testing | | |
| **End to End** | | | | | | | | | | | | | End to End (Day in the Life and Cut-over) | End to End (Coop) | |
| **Performance Testing** | | | | | | | | | | | Performance Testing on 8.0, Atlas and Portal | | Performance Testing on MS, ATRRS and 1.0 | Stress Testing in Production Envt. | |
| **Process Mocks** | | | | | | | | | | | | | Process Mocks with Components | | |
| **Cut-Over Testing** | | | | | | | | | | | | | | | Cut-Over Testing |

# How Will it Help You?

# Bringing Together One Holistic View Across the Enterprise

First time these 3 non-standard legacy data sources are joined

Adds significant complexity to the implementation

Relies on quality source data and intricate data integrations

# PORTiCO Roles & Permissions

Field Level Security

Brand

Roles & Permissions

Records

Without Roles and Permissions You Can See All the Records and Data

PORTiCO Uses Field Level Security to Mask Specific Data Elements

Your Brand or Component Controls What Records You See

Your Role Determines Your Access to Data and Processes
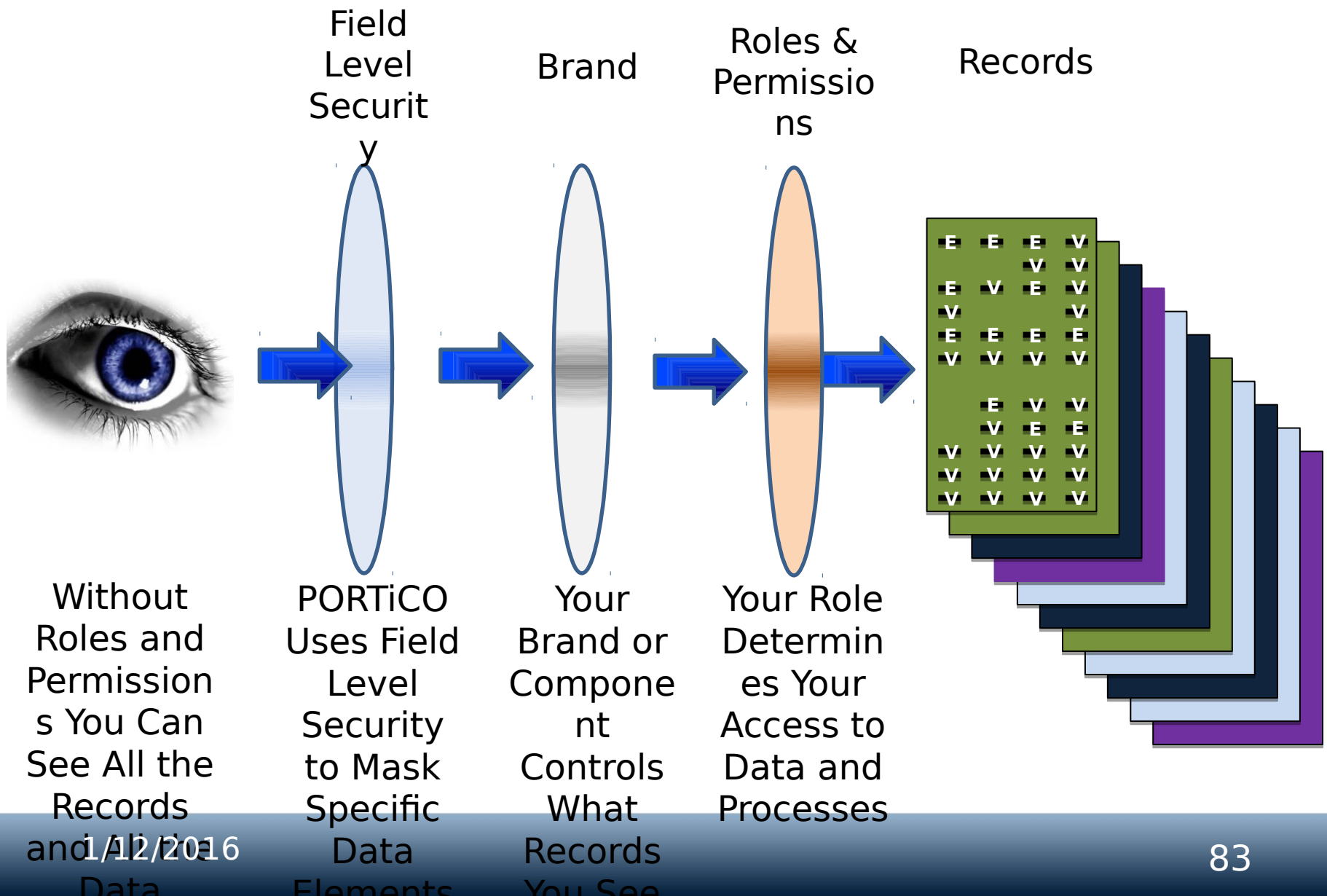
# Benefits to the Students & ATOs

- Student receives the following:
  - Priority for required courses
  - Prepopulated courses on their profile for ease of registration
  - Clearly defined prerequisites
  - Equivalencies recognized for course requirements
  - Targeted communications
  - Automated prioritization to get the right student in the right courses
- ATOs receive the following:
  - Standard business process rules
  - Targeted communications
  - Forecasting demand
  - Business Intelligence
    - Data analytics
    - Reporting

# Interfaces to Existing Systems

Student Information System
IOC System Connections

1/12/2016
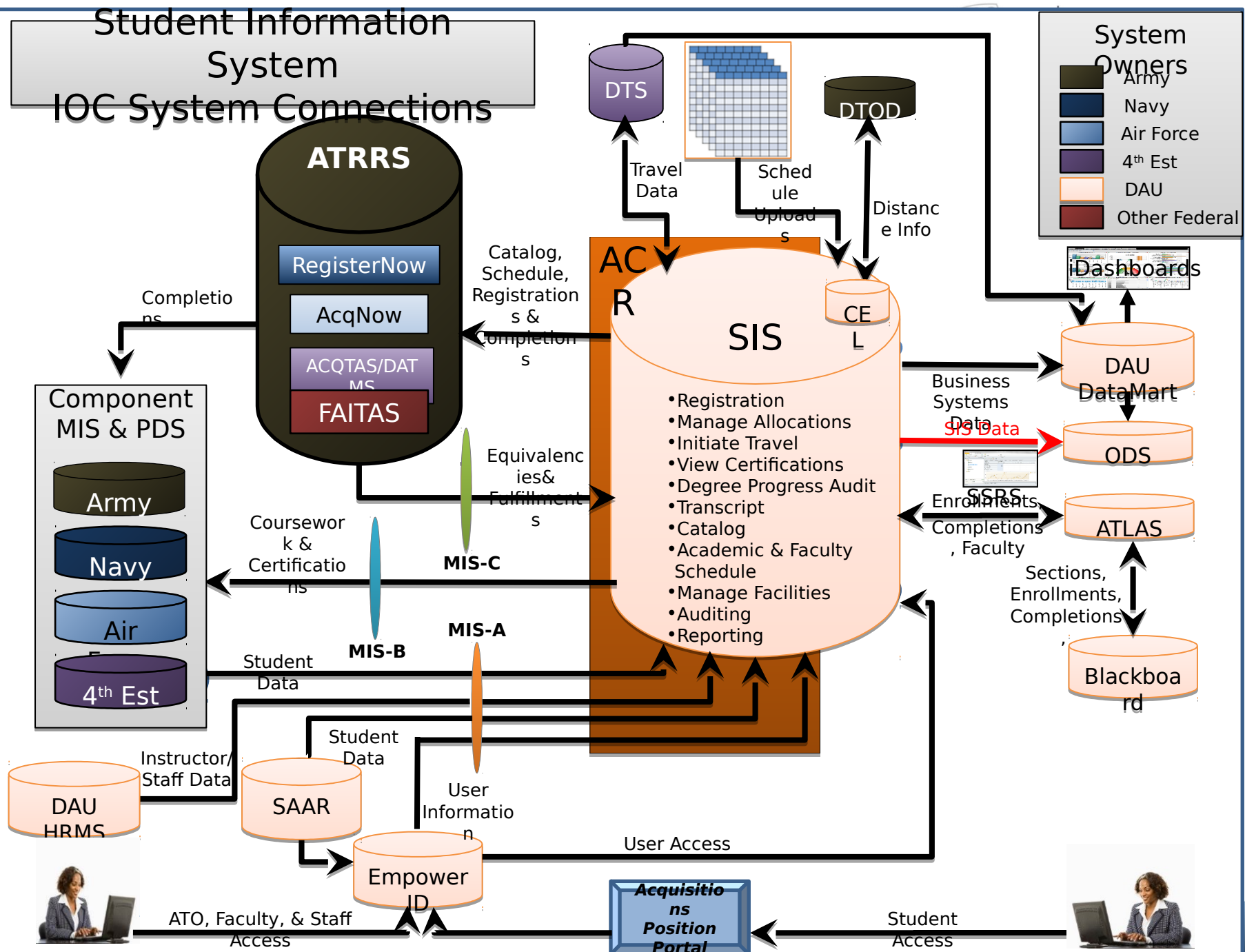
# Current Environment Related Systems

| System | Description |
|---|---|
| Atlas | DAU's learning management system that houses asynchronous self-paced courseware for DAU training courses and continuous learning modules. It also houses some Federal Acquisition Institute (FAI) learning modules, but not all.  This is a proprietary GOTS system that has been developed over time. |
| ATRRS | Army Training Requirements and Resources System (ATRRS)  is the mainframe which currently houses DAU training records and is the backbone to the component's Training Application Systems (TASs). |
| Blackboard | DAU's learning management system that supports classroom courses with read ahead material, tests, quizzes and discussion boards. |
| DAU Data Mart | DAU's  central repository  for all data from applicable DoD legacy systems and DAU transactional systems, all mapped to the DAU business architecture. |
| Component TAS | AITAS – Army's front end registration system<br>Register Now II/eDACM – Navy's front end registration system<br>ACQNow – Air Force's front end registration system<br>ACQTAS/DATMS – 4th Estate front end registration system<br>FAITAS – FAI front end registration system |
| i-Catalog | DAU's database with a web interface to display DAWIA training courses and programs of study. |
|  |  |

# Roles of employees, supervisors, workforce reps

# Roles

- Students/ employees –
  - Register for classes
  - View DAU training requirements
  - View DAU training progress
  - Request transcripts (official & unofficial)
  - Receive communication
- Workforce Reps – Acquisition Training Offices
  - Register students for classes
  - Approve students into classes
  - View DAU training requirements
  - View DAU training progress
  - Swap students
  - Override prerequisites, CEL, priority (limited situations)
  - Receive communication
  - Access & distribute real-time business intelligence on single and/or groups of students
- Supervisors
  - Notifications on enrollment status, class changes, no shows, & attrits

# Business Rules

**PORTiCO**
STUDENT INFORMATION SYSTEM

AR P1   NV P3   AF P1   DCMA-P1

**Days Until CLASS STARTS**

Sub Allocation   DLA-

Allocation   X   X   6   X

**CLASS ROSTER**

**CLOSED**

11
10
9    20
8    19
7    18
6    17
5    16
4    15
3    14
2    13
1    12

Unregistered

**When Registration Is Closed No Additional Students Can Be**

Priority 1 Trumps All Other Priorities

**Waitlist**

2
3
4
5
6
7
8
9
10
11

**Waitlisted Student's Status Changed to "Waitlisted-Removed"**

# 4th Estate Registration Business Rules

- Auto Approval
  - All Web courses except PMT 251 where the student:
    1. Meets the Prereqs
    2. Seats are available, student is registered, if not available student is waitlisted
  - Resident courses where the student:
    1. Meets the Prereqs
    2. Seats are available, student is registered, if not available student is waitlisted
    3. Location is cost effective
    4. Student is a P1
- Manual Approval by the ATO for any other conditions

# 4<sup>th</sup> Estate Approval Routing Rules

- The approval routing rules in the SIS have been configured to match the current routing processes in ACQTAS/DATMS

Examples:

1. Student registration approved by the 4<sup>th</sup> Estate ATO office (TriCare Mgt Activity approved by 4<sup>th</sup> Estate ATO)

2. Student registration approved by two tiers (DCMA Aircraft Ops and then by DCMA HQ)

3. Student registration approved by Agency only (DeCA approves DeCA applicants)

# **Communication & Outreach**

# Communications and Outreach

**https://daunet.dau.mil/portico**

# *Questions*

**Points of Contact:**

*Mark Whiteside*
Director, Performance Resource Management
(703) 805-3045
Mark.Whiteside@dau.mil

*Diane Cunha*
SIS Project Manager
(703) 805-4288
Diane.Cunha@dau.mil

*Brenda Sedlacek*
SIS Deputy Project Manager
(703) 805-4970
Brenda.Sedlacek@dau.mil

# Portal Demo

- Catalog
- Registration
- Degree Progress Audit

# Backup

# Student's View Home Page (Unauthenticated)

# Student's View Home Page (Authenticated)

# My Progress Review (% Requirements Fulfilled)

# My Progress Review (Fulfilled & Unfulfilled Courses)

# My Progress Review (Core Plus/ UPTS)



WELCOME: DAU6 SISSTUDENT6      ARMY   MESSAGE   ALERTS   OPERATING STA

STUDENT INFORMATION SYSTEM    SEARCH COURSE & REGISTER    MY PROGRESS REVIEW    MY STUDENT PROFILE    ACQUISITION CAREER RESOURCES    DAU POLICIES & PROCEDURES    HELP

## ⓘ Contracting Level 1 UPTS Training

1 Items

| Code | Name | Course Unit Val... Earned/Attempted | Gr... | Completion Date | Fulfillment Details | Substitution Det... |
|------|------|-------------------------------------|-------|-----------------|---------------------|---------------------|
| ACQ 101 R3 | Fundamentals of Systems Acquisition... | CLP 0.00/0.00,RR... | | | Not Fulfilled | N/A |

❤ Optional Courses

## ⓘ Contracting Level 1 Core Plus Training

1 Items

| Course Category | Elective Requirement Name | Number of Courses Required | Number of Courses Completed | Fulfillment Details | Elective Course Det... |
|-----------------|---------------------------|----------------------------|------------------------------|---------------------|------------------------|
| Contracting Level 1 Co... | Contracting 1 Core Plu... | N/A | 0 | N/A | Select |

❤ Requirement Rules Summary

5 Items

| Requirement Rule Name | Requirement Rule Details | Effective Dates | Type | Fulfillmen... |
|-----------------------|--------------------------|-----------------|------|---------------|
| CLP Req Rule | CLP Requirement | 09/24/2015 - 09/30/2015 | Institutional | Waived |
| Contracting Level 1 - Edu... | CONL1EDRR - Baccalaureate Degree and 24 semester hours in ... | N/A | Area Of Study | Not Fulfilled |
| Contracting Level 1 - Exp... | CONL1EXPRR - 1 Year of Contracting Experience | N/A | Area Of Study | Not Fulfilled |
| Contracting Level 1 Core ... | None Specified | N/A | Course Cat... | Not Fulfilled |

# 4ᵗʰ Estate Summit

## DAU Progress in Curriculum Development of Engineering, Information Technology, Software Management, and Cybersecurity Initiatives

by

Dr. John R Snoderly
Learning Director for Engineering
Foundational Learning Directorate
Defense Acquisition University
January 12, 2016

# ENGINEERING

# ENG-201 Applied Systems Engineering Part 1

| 2014 | | | | 2015 | | | | | | | | | | | 2016 | | | | | |
|------|---|---|---|------|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|
| Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct |

GFI

Programmed Lessons

Finalize Content

Final Update

SPRINT 4    SPRINT 5    SPRINT 6

Scripting DL Module    Development

CSC Development

CSC Development

CR    IPR    DR    IPR

Course Design

Storyboarding

11 Lsns Starting with DCs as IPT Primer

CDR    CDD    IPR    IPR    IPR IPR    PRR

Course Script Design

Module Programing & DAU Review

Prototype

IPR

# ENG-201 Applied Systems Engineering Part 1

# ENG-201 Applied Systems Engineering Part 1

## Description
Major Revision
Incorporate new DAG chapter 4, revised competencies , 5000.02
Part of  "operation blow up"

## Contacts
Sponsor: DASD (SE)
DAU  Dir:  Dr. John Snoderly
DAU CM:  Rob Tremaine
DAU ISD: James McDaniel

## Schedule/Milestones
Rebaselined:          April 15
GFI complete:          Aug 2015
Contract:              21 Dec 2015
Contractor Dev't:    Jul15-Feb17
Deploy:                May 17

## Comments
- Contract  21 December 2015
- Review of Schedule by CSC/DAU
- TOMP/schedule reviewed with CSC
- Key decision on audio complete

# ENG-270 Reliability, Availability, Maintainability, and Cost (RAM-C)
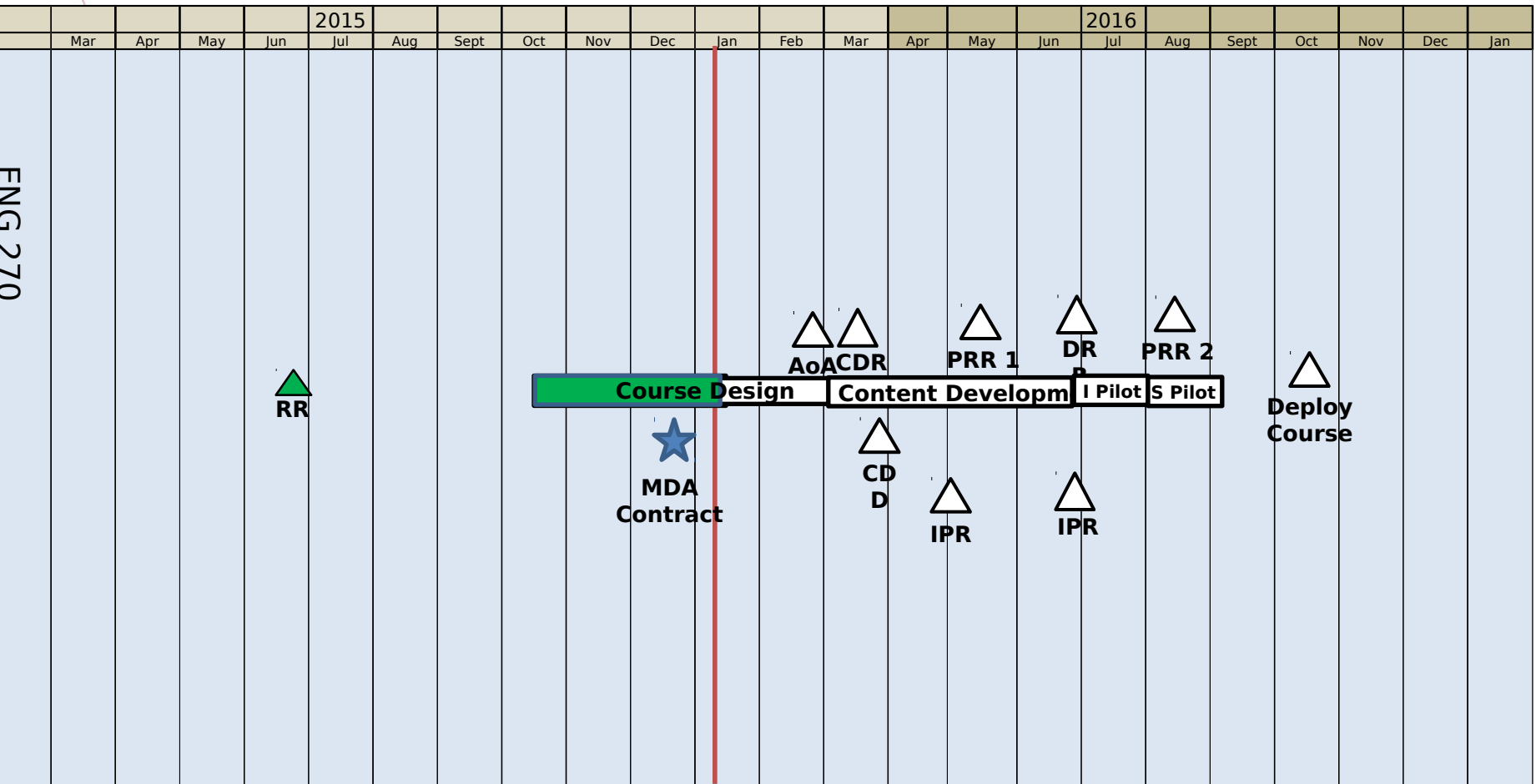
# ENG 270- RAM-C Reports

## Description
1 week course on using RAM-C Reports
Blended (TBD) approach

## Contacts
Sponsor:  Andy Monje DASD (SE)
DAU CM: Wally Tubell
DAU DIR: Dr. John Snoderly
DAU ISD: Shelton Jewette

## Schedule/Milestones
- Task Order Awd : Dec 14, 2015
- Deployed late FY16/Early FY17
- CSC/DAU Design Disc. 1/08/16
- AoA report V.01 2/04/16
- CDD due 3/31/16

## Comments
- Contract Kick off meeting Oct 22
- CDD due in March 2016
- Contract late – Dec 14, 2015

# ENG-370 Topics in R&M Engineering

| | Mar | Apr | May | Jun | **2015** Jul | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | **2016** Jul | Aug | Sept | Oct | Nov | Dec | Jan |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

IPR

CDR    PRR 1  PRR 2  DRR

SERC Case Study Development    Nov Estimate by PLD    Pilot  Update

Course Design   TBD CSC to deliver alternatives

IPR  IPR  IPR  IPR  IPR  IPR  IPR

Deploy Course

# ENG 370- Topics in R&M Engineering

## Description
Case based course being developed in conjunction with the SERC

## Contacts
Sponsor:  Andy Monje DASD (SE)
DAU CM: John Heinbuch
DAU Dir: Dr. John Snoderly
DAU ISD: Shelton Jewette

## Schedule/Milestones
- Dependent on SERC completion of Case Study

## Comments
- Classification of data issues
- Cases were to be delivered by end of November.

# CLE 301 – 305 Reliability Series

- CLE 301 R&M Overview
- CLE 302 R&M Planning
- CLE 303 R&M in Design
- CLE 304 R&M in Acquisition
- CLE 305 R&M Program Reviews

# CLE-301 Reliability Availability Maintainability (RAM)
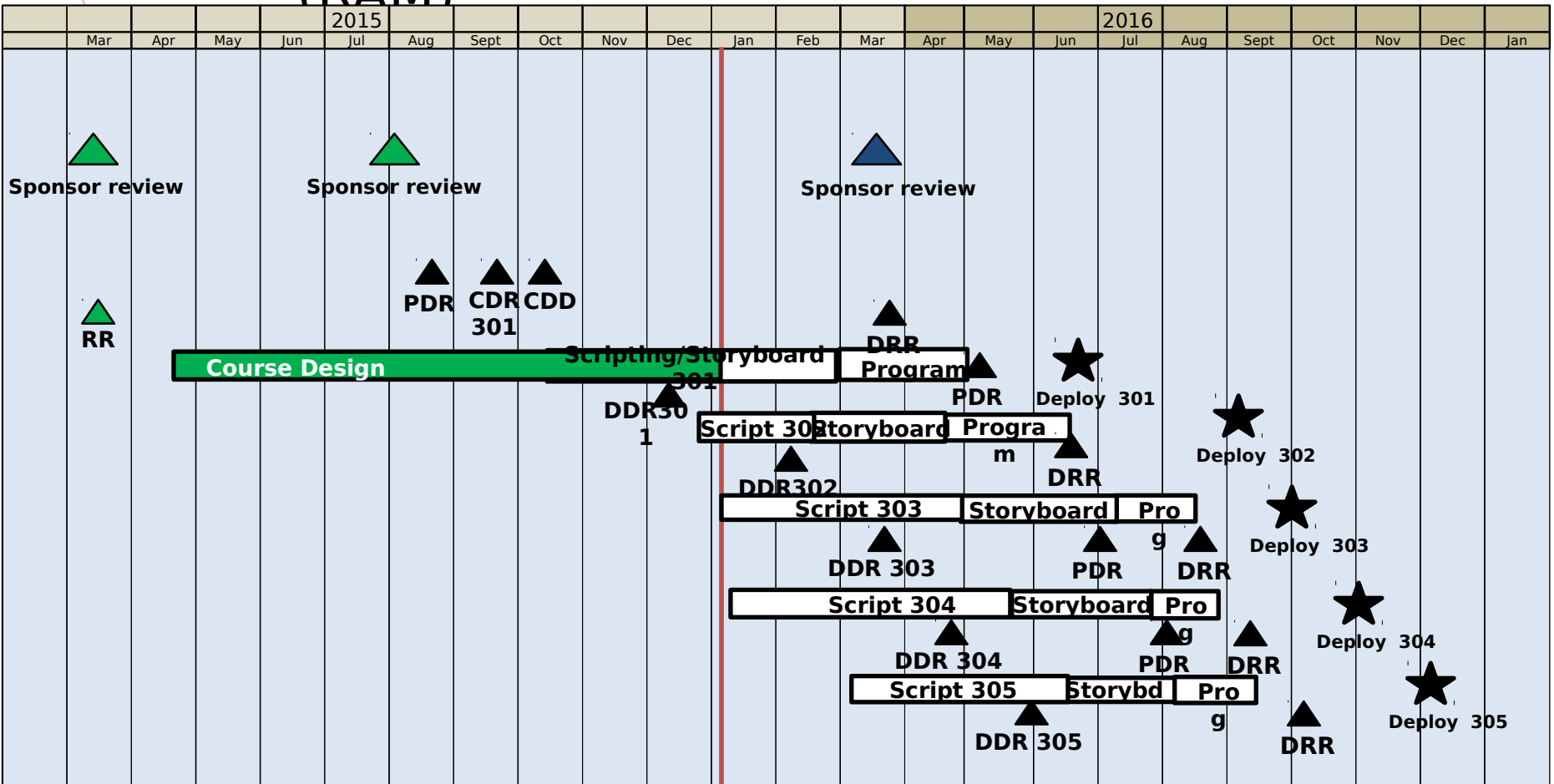
# CLE 301-305

## Description
Five CLEs
Work being done by CSC with
SME Support from JHU

## Contacts
Sponsor: Andy Monje DASD (SE)
DAU LAM: John Heinbuch
DAU Dir: Dr. John Snoderly

## Schedule/Milestones
- CDR conducted Oct 1
- New schedule

## Comments
- 301 Prototype Approved Oct 1
- Initial Script 301 being reworked by Contractor
- Scripts for 302,303 & 304 to be submitted by CSC for DAU review
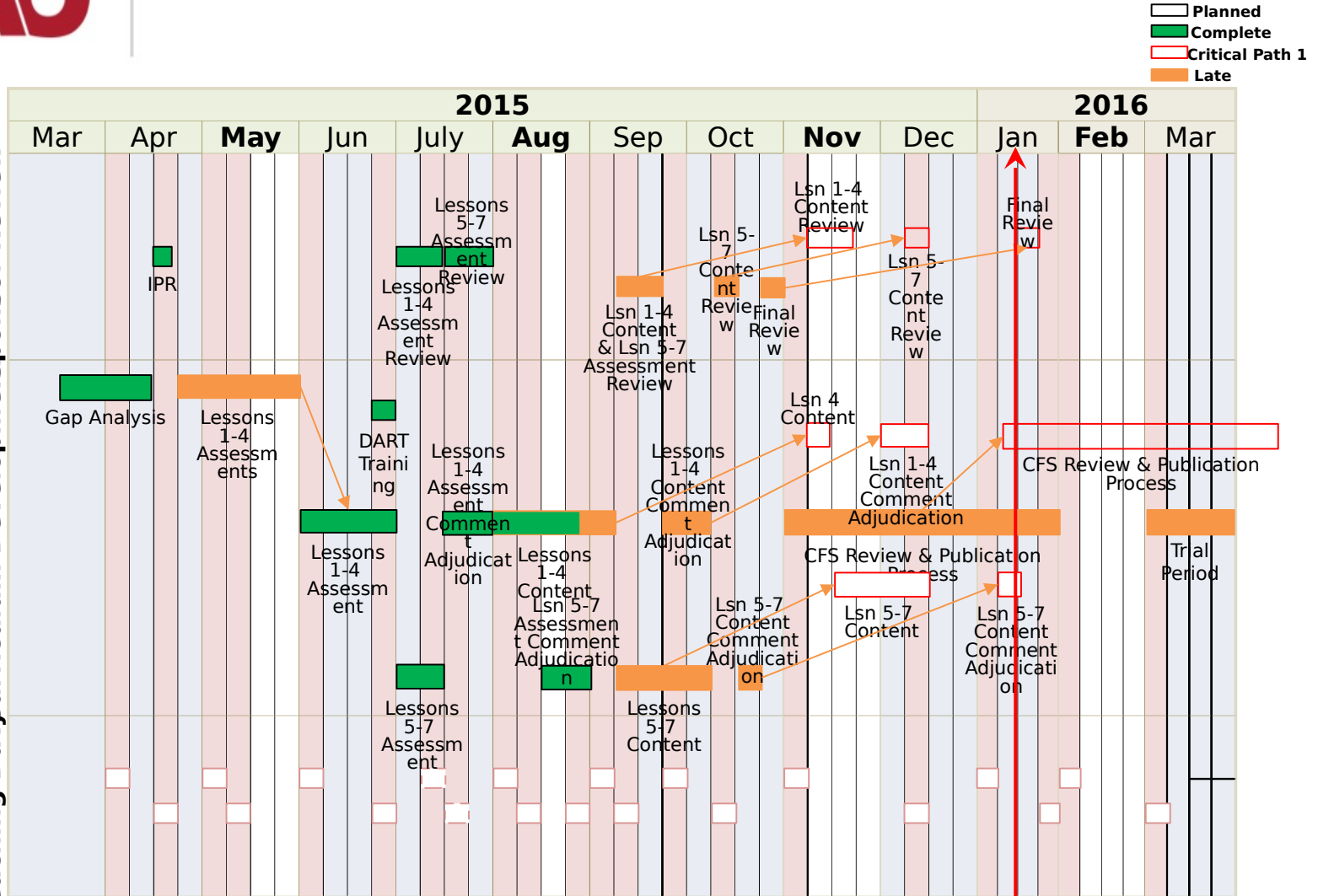
# CLE 001 Value Engineering

## Description

- Major revision
- Restructure module outline
- Expand ELOs from 14 to 22
- In-house production

## Contacts

Sponsor:  Andy Monje, DASD(SE)

DAU LAM: Candice Murray

DAU Dir: Dr. John Snoderly

## Schedule/Milestones

- DART developer training completed
- Assessment final development completed
- Module outline updated
- Final ELO baseline established

## Comments

- Schedule drivers
  - Teaching duty
  - CFS review and process
  - DASD(SE) availability
- Delay due to DASD(SE) had a higher priority tasking in Sep. 2015

# INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY
CurrDev
vApr16 Integrated Roadmap

Legend:
- △ Review
- ★ Deployed
- ▭ Sprint week
- ▲ CTR Del

| | 2015 | | | 2016 | | | |
|---|---|---|---|---|---|---|---|
| | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
| ISA-320 | Requirements Analysis | | Design | | Build Content | Inst Pilot | Fix Content · Stu Pilot |
| | | RRR | PDR | CDR | | IRR | SRR · DRR · Deployed |
| ISA-301 | Requirements Analysis | | Design | | Build Content | Inst Pilot | Fix Content · Stu Pilot |
| | | RRR | PDR | CDR | IRR | | SRR · DRR · Deployed |
| ISA-201 | Requirements Analysis | | Design | | Build Content | Inst Pilot | Fix Content · Stu Pilot |
| | | RRR | PDR | CDR | | IRR | SRR · DRR · Deployed |
| ISA-101 | Student Pilot / DRR Deployed | | | | | | |
| | Requirements Analysis | | CDD | DART Storyboards | | DART Programming | Student Pilot |
| | | RRR | | PDR · CDD | | | SRR |

Today

# FY16 IT Continuous Learning Projects

**CLE075 "Introduction to Cloud Computing" (LAM: Ric Nordgren)**
FOCUS: Familiarization with Cloud terms and concepts leading to understanding of Cloud Acquisition Process.
GOAL: Create 4 to 5 hours course where each module is Lunch-able (Can be completed within 30 to 40 minutes).
SCHEDULE: Currently building Storyboards; Planned Deployment is end of September 2016

**CLE076 "Introduction to Agile Acquisition" (LAM: Joe Cooke)**
• FOCUS: Familiarization with Agile terms and concepts leading to understanding the role of the PMO in managing an Agile Acquisition.
• GOAL: Create 4 to 5 hours course where each module is Lunch-able (Can be completed within 30 to 40 minutes).
• SCHEDULE: Currently establishing Learning Objectives; Planned Deployment is end of January 2017

**CLE077 "Defense Business Systems (DBS) Acquisition" (LAM: Joyce Williams)**
• FOCUS: Familiarization with DBS concepts and unique processes leading to understanding of DBS Acquisition Process.
• GOAL: Create 4 to 5 hours course where each module is Lunch-able (Can be completed within 30 to 40 minutes).
• SCHEDULE: Currently establishing Learning Objectives; Planned Deployment is end of December 2016

**CLE078/CLM078 "IT Acquisition for the Program Office Workforce" (LAM: Ric Nordgren)**
• FOCUS: Familiarization with Best Practices, Lessons Learned and Rules of Thumb for managing IT systems.
• GOAL: Create 4 to 5 hours course where each module is Lunch-able (Can be completed within 30 to 40 minutes).
• SCHEDULE: Currently building SME team and kickoff TBD; Planned Deployment is end of February 2017

# Cybersecurity Initiatives

# ENG-160(ACQ 160) Program Protection Planning Awareness
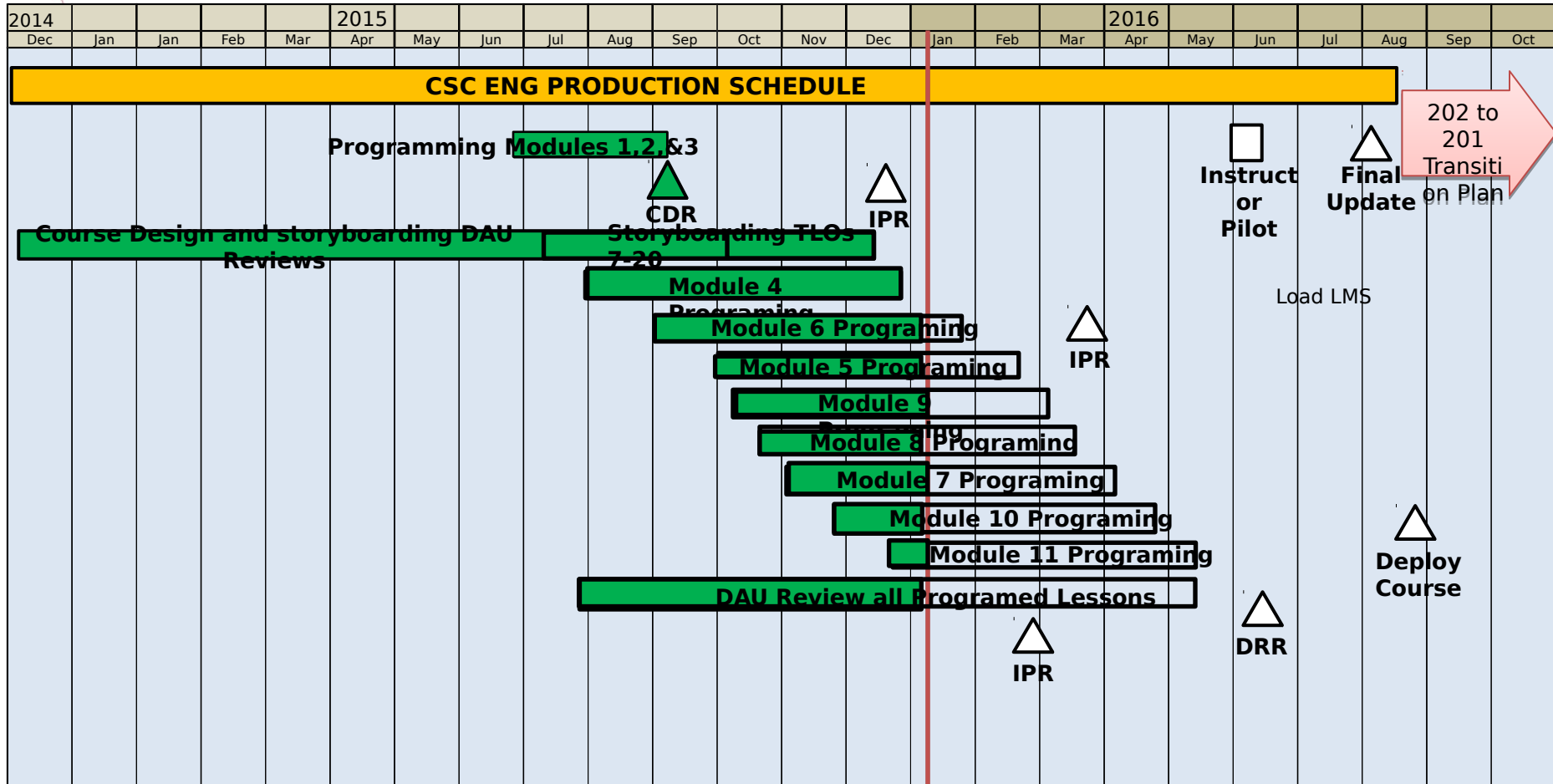
# ACQ 160-Program Protection Planning Awareness

## Description
Develop new courses:
16 hour 100 Level DL course
DASD (SE) to provide content
DAU Provide ISD, digitize and post

## Contacts
Sponsor: Melinda Reed DASD (SE)
Lead SME: Jean Paul Lesaint
DAU LAM: Howard Harris
DAU Dir: Dr. John Snoderly
DAU ISD: James McDaniels

## Schedule/Milestones
Analysis:  March-May 14
Design:  May-Sep 14
Storyboard  1-6  complete June 15
Storyboards 7-20 complete  Dec 2015
Programming complete May 16
Student pilot:  June 16

## Comments
- On Schedule
- Good working relationship CSC / SME / DAU
- Contractor Programing of lesson 4 in progress

# ENG 260 - Program Protection Planning Roadmap

## ENG 260 Development



| 2015 | | | | | | | | | | | 2016 | | | | | | | | | | | | 2017 | |
|------|---|---|---|---|---|---|---|---|---|---|------|---|---|---|---|---|---|---|---|---|---|---|------|---|
| Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb |

RQMT Review

Dev Conf

Contract Kickoff Assessment Strategy

PDR  CDR

IPR

IPR

PRR 1

PRR 2  DRR

Development of PWS

MDA Contract Review

Deploy Course

Analysis of Alternatives

Course Design

Module Development

Instructor Pilot  Module Update  Student Pilot

**ENG 160 Development**

TODAY

# ENG 260 – Program Protection Planning

## Description

Led by DAU with PPP SMEs from OSD.

200 level hybrid course

> Will include classroom instruction/ exercises
> Also includes independent distance learning pre-coursework

## Contacts

Sponsor: Melinda Reed DASD (SE)
Lead SME: Jean Paul Lesaint
DAU CM/Deputy: Ed Adkins/Kim Kendall
DAU Dir: Tim Denman
DAU ISD:

## Schedule/Milestones

- Kick off meeting 5 Jan
- PDR – Mid January
- CDR – Mid February
- Module Development – Mid Dec 2015 to Dec 2016
- Student pilot:  Nov 2016
- Course Deployment - December 2016

## Comments

- Met with contractor and reviewed Task Order Management Plan (TOMP) on 9/25
  - Minor corrections to the TOMP were made.
  - Over 2 months to review task order. MDA reviewed and changes were  made mid December 2015
  - Every possible effort will be made to complete course by end of CY 16 after 2 month delay.

# NEVER EVER GIVE UP !

# Requested Discussion Items

- SIS Transition

- DATMS, who is using what capabilities and what are some lessons learned, important aspects, tricks, tips, etc.

- DAWIA guidance.  Update on instructions, desk guides, etc.

- Certification.  Update on functional initiatives.  Update on non-compliance and how to handle these cases.

- Agencies with high certification and Acq. Corps percentages.  That is, agencies with a very high % of their workforce is compliant.  How do they do it?

- PM Cert Level III.  How do agencies without a program office handle this?

- The possibility of standardizing the DOD Acquisition Position Description Coding Sheet (APDCS) and submission process for the entire 4th estate so acquisition positions are accurately being processed into DCPDS and other databases.

- The data linkages/feeds between the various acquisition workforce information systems (DATMS, ATRRS, ACOTAS, AWDIT, etc.) and HR's

# Data/Metrics Session

**4th Estate DACM Team**
**January 12, 2016**

# Data System Interfaces
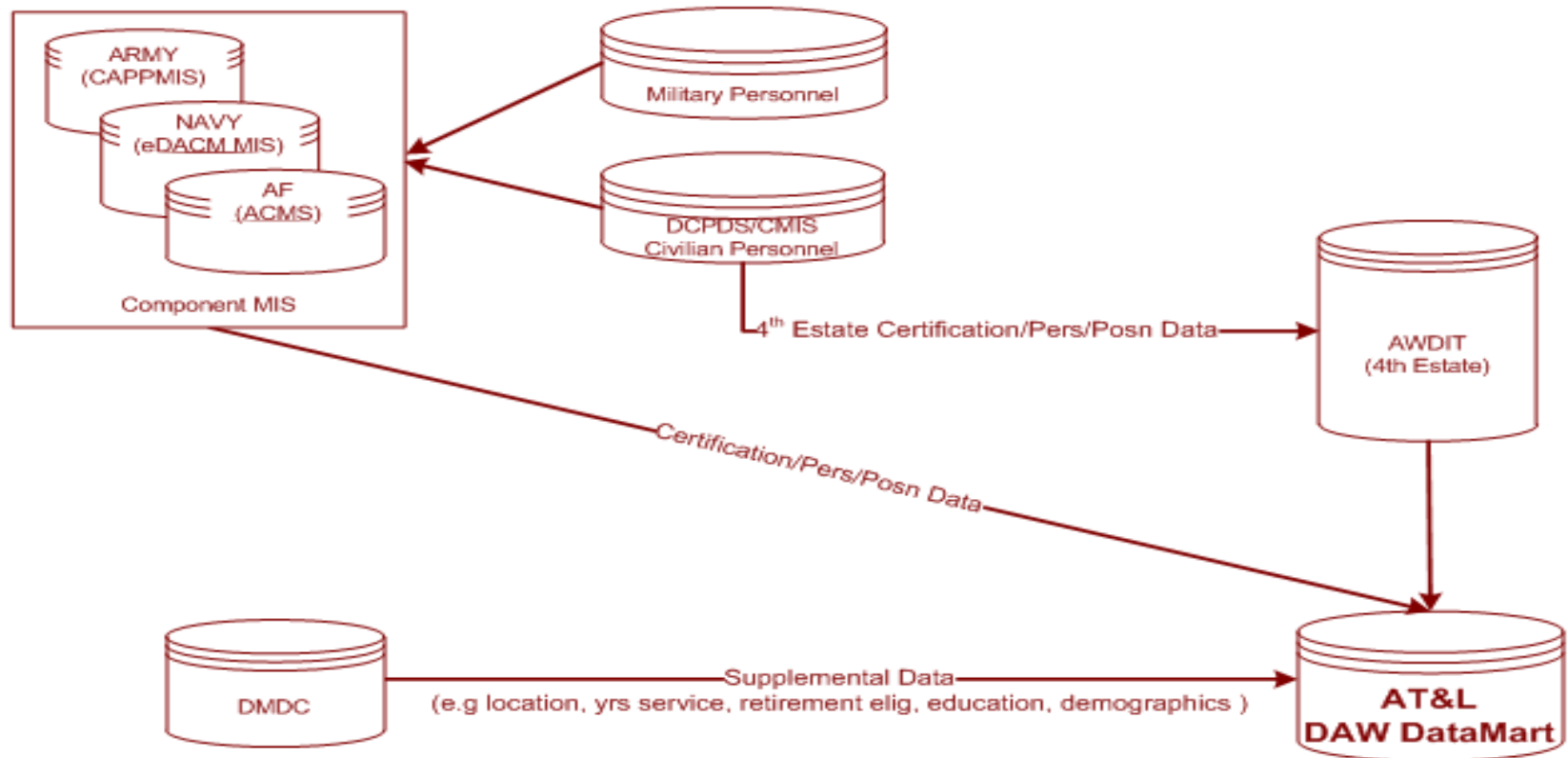


CAPPMIS – (*Army*) Career Acquisition Personnel & Position MIS
eDACM MIS – (*Navy*) Electronic Director Acquisition Career Management Information System
ACMS – (*Air Force*) Acquisition Career Management System
AWDIT – (*4th Estate*) Acquisition Workforce Data Improvement Tool
AT&L Defense Acquisition Workforce (DAW) DataMart
DCPDS/CMIS-Defense Civilian Personnel Data System/Corporate MIS
DMDC-Defense Manpower Data Center

# Defense Acquisition Workforce
# Key Information

**OVERALL**
**As of FY15 (30 September 2015)**

# AWF – Historical Workforce Size FY08 – FY15

*AWF FY15 Key Information*
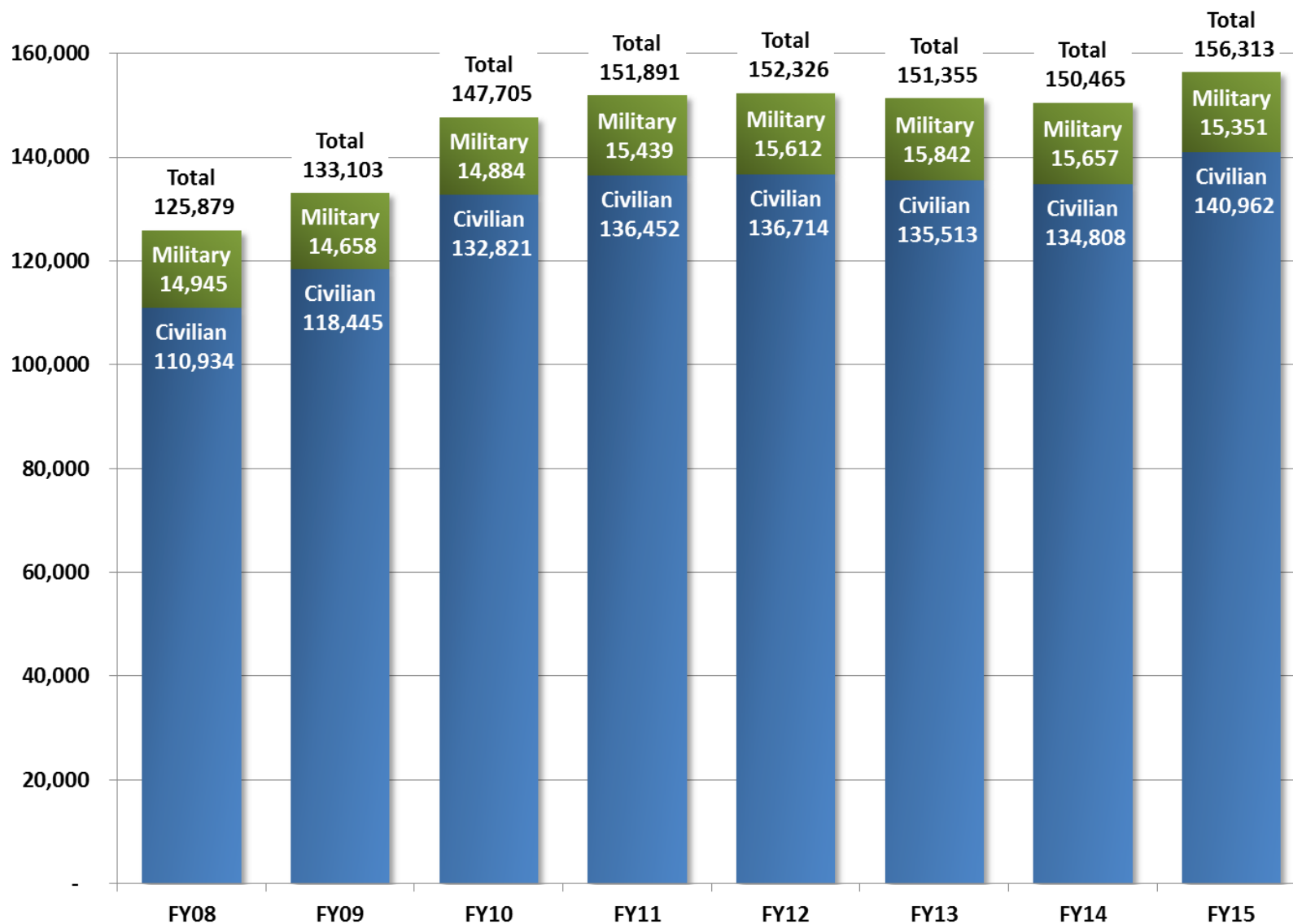
| Human Capital Fact Sheet | | | | | | |
|---|---|---|---|---|---|---|
| **Defense Acquisition Workforce AT&L** | **FY 2008** | | | **FY 2015Q4** | | |
| | AT&L Civilian (Civ) | AT&L Military (Mil) | Total AT&L (Civ+Mil) | AT&L Civilian (Civ) | AT&L Military (Mil) | Total AT&L (Civ+Mil) |
| **Size & Composition** | | | | | | |
| Workforce Size | 110,934 | 14,945 | 125,879 | 140,962 | 15,351 | 156,313 |
| Change in size from 2008 | - | - | - | 27% | 3% | 24% |
| Civilian/Military Composition | 88% | 12% | - | 90% | 10% | 90% / 10% |
| **Educational Attainment** | | | | | | |
| Bachelor's Degree or Higher | 77% | 81% | 77% | 84% | 83% | 84% |
| Graduate Degree | 26% | 44% | 29% | 38% | 54% | 39% |
| **Certification (Cert)** | | | | | | |
| Level I or Higher Achieved | 73% | 61% | 72% | 77% | 76% | 85% |
| Level II or Higher Achieved | 63% | 41% | 61% | 77% | 52% | 74% |
| Level III Achieved | 38% | 19% | 36% | 46% | 24% | 44% |
| Position Cert Rqmt Met or Exceeded | 61% | 41% | 58% | 78% | 59% | 76% |
| Within 24 Months of Cert Rqmt | 25% | 46% | 27% | 19% | 35% | 21% |
| Does Not Meet Cert Rqmt | 15% | 12% | 14% | 3% | 5% | 4% |
| **Planning Considerations** | | | | | | |
| % Baby Boomer / Traditional Gen. | 68% | 17% | 62% | 44% | 3% | 40% |
| Average Age | 46.9 | 36.4 | 45.7 | 46.2 | 35.5 | 45.1 |
| Workforce Life-Cycle Model (YRE) % Future/Mid-Career/Senior | 20/23/57(%) | - | - | 25/23/52(%) | - | 25/23/52(%) |
| Average Years of Service | 17.8 | 13.3 | 17.3 | 15.5 | 13.1 | 15.2 |
| Retirement Eligible | 19,051(17%) | - | - | 22,436(17%) | - | 22,436(17%) |
| Retirement Eligible w/i 5 Years | 21,315(19%) | - | - | 25,749(19%) | - | 25,749(19%) |
| Total Gains/Losses | 14,245/15,030 | - | - | 17,044/10,596 | - | 17,044/10,596 |

Source: The Human Capital Fact Sheet is based on end of FY2008 and FY2015Q4 data and was generated by OUSD(AT&L)/Human Capital Initiatives using the AT&L Workforce Data Mart.

*Analysis support from RAND using FY2008 and FY2015Q4 DMDC data.
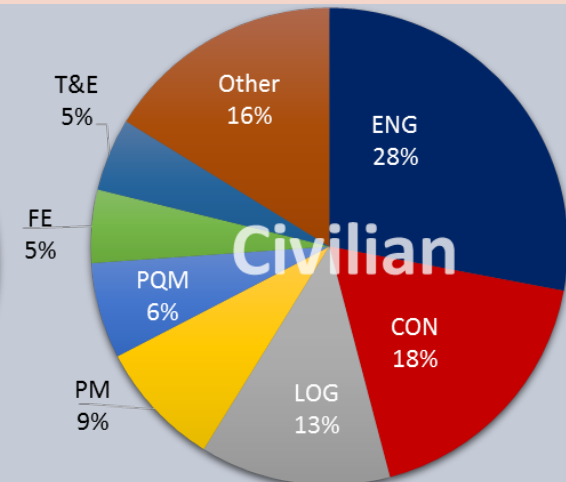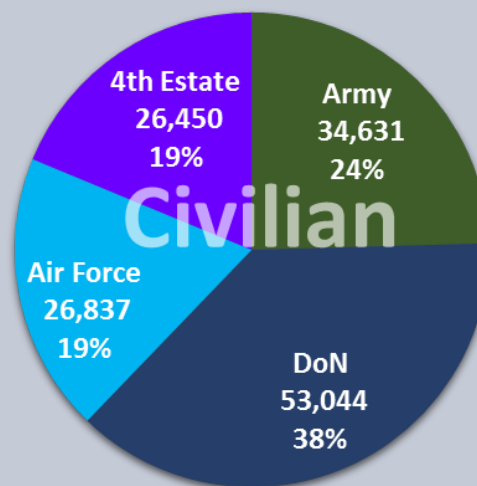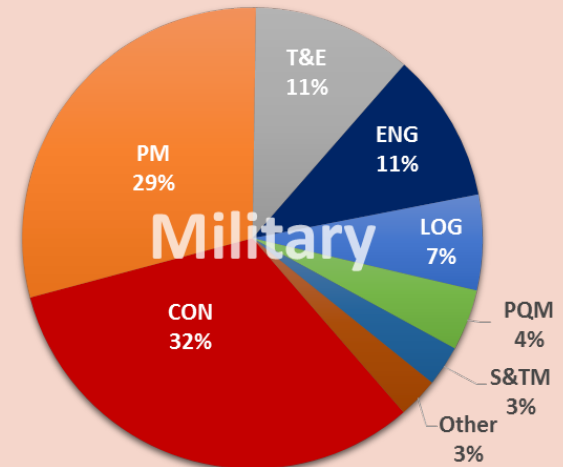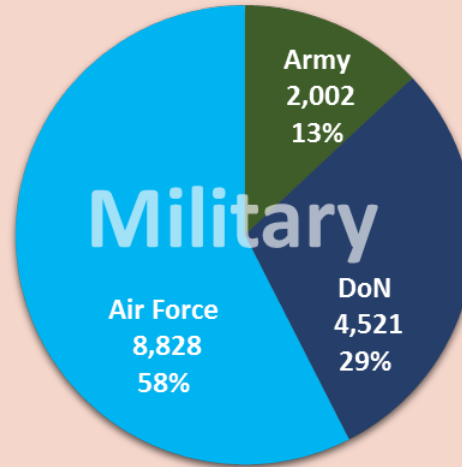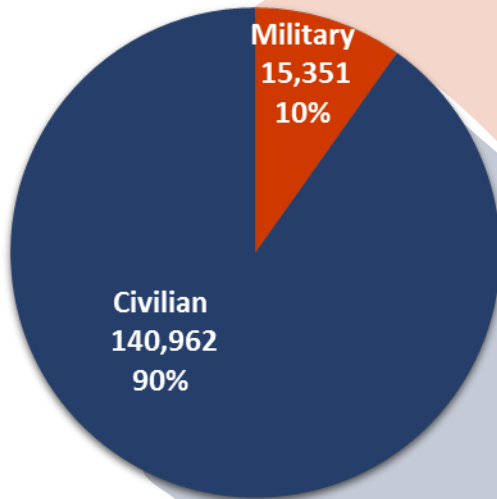
# AWF Size by Component and Career Field

| AWF Count by Career Category FY15Q4 | Army | DoN | Air Force | 4th Estate | Totals | % Total |
|---|---|---|---|---|---|---|
| Auditing | | | | 4,316 | 4,316 | 2.8% |
| Business - CE | 244 | 570 | 454 | 78 | 1,346 | 0.9% |
| Business - FM | 1,662 | 2,000 | 1,944 | 599 | 6,205 | 4.0% |
| Contracting | 8,010 | 6,114 | 8,534 | 7,572 | 30,230 | 19.3% |
| Engineering | 8,986 | 21,181 | 8,903 | 1,980 | 41,038 | 26.3% |
| Facilities Engineering | 1,497 | 5,261 | 166 | 62 | 6,986 | 4.5% |
| Property | 45 | 61 | 20 | 274 | 400 | 0.3% |
| Information Technology | 1,682 | 2,765 | 1,133 | 822 | 6,402 | 4.1% |
| Life Cycle Logistics | 7,201 | 6,160 | 3,028 | 2,833 | 19,222 | 12.3% |
| Production, Quality and Man | 1,393 | 2,810 | 331 | 5,288 | 9,822 | 6.3% |
| Program Management | 3,281 | 6,335 | 5,366 | 1,603 | 16,585 | 10.6% |
| Purchasing | 272 | 495 | 79 | 484 | 1,330 | 0.9% |
| S&T Manager | 393 | 484 | 2,674 | 130 | 3,681 | 2.4% |
| Test and Evaluation | 1,956 | 3,328 | 3,027 | 381 | 8,692 | 5.6% |
| *Unknow/Other* | 11 | 1 | 6 | 28 | 46 | *0.03%* |
| FY15Q4 Totals *(as of 09-30-2015)* | 36,633 | 57,565 | 35,665 | 26,450 | 156,313 | |
| Component % | 23.4% | 36.8% | 22.8% | 16.9% | | |

# AWF Historical Size Detail by Component
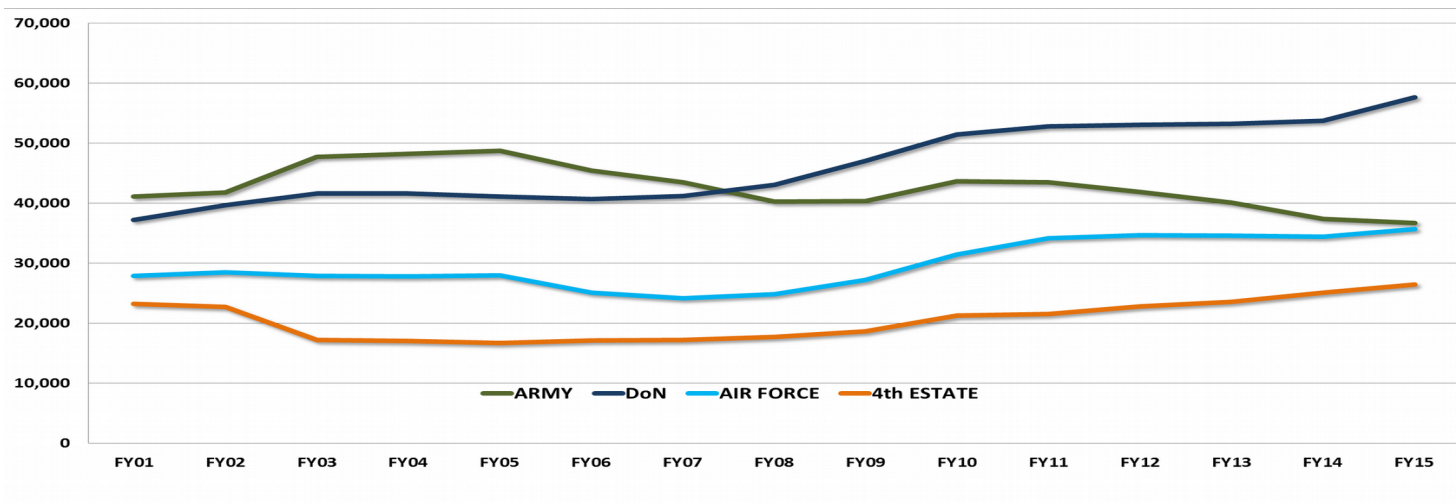


| Overall Defense Acq Workforce Service | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | % Change Since FY01 | % Change Since FY08 | % Change Since FY14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ARMY | 41,074 | 41,783 | 47,697 | 48,188 | 48,697 | 45,443 | 43,473 | 40,269 | 40,356 | 43,634 | 43,476 | 41,877 | 40,037 | 37,342 | 36,633 | -11% | -9% | -2% |
| DoN | 37,158 | 39,661 | 41,622 | 41,552 | 41,070 | 40,651 | 41,177 | 43,066 | 46,972 | 51,418 | 52,791 | 53,058 | 53,214 | 53,685 | 57,565 | 55% | 34% | 7% |
| AIR FORCE | 27,820 | 28,444 | 27,888 | 27,775 | 27,932 | 25,075 | 24,172 | 24,827 | 27,174 | 31,382 | 34,147 | 34,637 | 34,534 | 34,395 | 35,665 | 28% | 44% | 4% |
| 4th ESTATE | 23,197 | 22,705 | 17,224 | 17,024 | 16,671 | 17,073 | 17,210 | 17,717 | 18,601 | 21,271 | 21,477 | 22,754 | 23,570 | 25,043 | 26,450 | 14% | 49% | 6% |
| OVERALL DAW | 129,249 | 132,593 | 134,431 | 134,539 | 134,370 | 128,242 | 126,032 | 125,879 | 133,103 | 147,705 | 151,891 | 152,326 | 151,355 | 150,465 | 156,313 | ↑ 20.9% | ↑ 24.2% | ↑ 3.9% |

# *AWF Historical Size Detail by Component (Civilian)*



| Overall Defense Acq Workforce Service | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | % Change Since FY08 | % Change Since FY14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ARMY | 47,225 | 43,915 | 41,990 | 38,689 | 38,612 | 42,015 | 41,696 | 40,079 | 38,092 | 35,246 | 34,631 | -10% | -2% |
| DoN | 36,801 | 36,433 | 37,059 | 38,579 | 42,726 | 47,009 | 48,317 | 48,862 | 48,865 | 49,220 | 53,044 | 37% | 8% |
| AIR FORCE | 18,250 | 15,748 | 15,544 | 16,067 | 18,506 | 22,526 | 24,962 | 25,019 | 24,986 | 25,299 | 26,837 | 67% | 6% |
| 4th ESTATE | 16,670 | 17,067 | 17,206 | 17,599 | 18,601 | 21,271 | 21,477 | 22,754 | 23,570 | 25,043 | 26,450 | 50% | 6% |
| OVERALL DAW | 118,946 | 113,163 | 111,799 | 110,934 | 118,445 | 132,821 | 136,452 | 136,714 | 135,513 | 134,808 | 140,962 | ↑ 27.1% | ↑ 4.6% |

# AWF Historical Size Detail by Career Field

| Overall Defense Acq Workforce Career Field | FY01 | FY02 | FY03 | FY04 | FY05 | FY06 | FY07 | FY08 | FY09 | FY10 | FY11 | FY12 | FY13 | FY14 | FY15 | % Change Since FY01 | % Change Since FY08 | % Change Since FY14 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Engineering | 33,812 | 33,462 | 33,142 | 34,597 | 34,752 | 35,142 | 34,710 | 34,537 | 36,704 | 39,201 | 39,690 | 39,807 | 39,544 | 39,242 | 41,050 | 21% | 19% | 5% |
| Contracting | 19,196 | 21,563 | 21,179 | 20,966 | 26,025 | 27,748 | 26,038 | 25,680 | 27,655 | 29,792 | 30,327 | 30,292 | 30,271 | 29,826 | 30,230 | 57% | 18% | 1% |
| Life Cycle Logistics | 9,880 | 9,951 | 11,622 | 11,045 | 12,493 | 12,332 | 12,604 | 13,361 | 14,852 | 16,861 | 17,369 | 17,539 | 17,122 | 17,724 | 19,222 | 95% | 44% | 8% |
| Program Management | 12,387 | 12,412 | 11,425 | 12,746 | 12,284 | 12,775 | 12,427 | 12,781 | 13,422 | 14,915 | 15,683 | 15,824 | 16,171 | 16,003 | 16,585 | 34% | 30% | 4% |
| Production, Quality and Man | 4,942 | 5,129 | 4,883 | 4,866 | 9,397 | 8,966 | 8,364 | 9,138 | 9,023 | 9,727 | 9,601 | 9,458 | 9,658 | 9,671 | 9,822 | 99% | 7% | 2% |
| Test and Evaluation | 5,071 | 6,145 | 6,548 | 7,112 | 7,384 | 7,280 | 7,419 | 7,420 | 7,892 | 8,446 | 8,573 | 8,603 | 8,580 | 8,569 | 8,692 | 71% | 17% | 1% |
| Facilities Engineering (NEW) | - | 2,111 | 8,957 | 9,143 | 8,356 | 3,927 | 4,394 | 4,920 | 5,420 | 6,911 | 7,428 | 7,290 | 6,970 | 6,617 | 6,986 | | 42% | 6% |
| Information Technology | 4,784 | 5,113 | 5,039 | 5,245 | 5,472 | 4,843 | 4,423 | 3,934 | 4,358 | 5,165 | 5,563 | 5,832 | 5,870 | 5,776 | 6,402 | 34% | 63% | 11% |
| Business (Fin Mgt) | 9,168 | 9,029 | 8,145 | 8,078 | 8,119 | 7,747 | 7,387 | 7,085 | 7,262 | 7,054 | 7,009 | 6,761 | 6,463 | 6,142 | 6,205 | -32% | -12% | 1% |
| Auditing | 4,121 | 3,043 | 3,058 | 2,820 | 3,536 | 3,486 | 2,852 | 3,638 | 3,777 | 4,143 | 4,231 | 4,505 | 4,368 | 4,560 | 4,316 | 5% | 19% | -5% |
| S&T Manager (NEW) | - | 165 | 165 | 257 | 314 | 291 | 483 | 480 | 623 | 2,561 | 3,062 | 3,209 | 3,293 | 3,401 | 3,681 | | 667% | 8% |
| Business (Cost Est) | - | - | - | - | - | - | - | - | - | 1,070 | 1,252 | 1,278 | 1,312 | 1,309 | 1,346 | | | 3% |
| Purchasing | 2,541 | 1,885 | 1,899 | 1,799 | 2,438 | 1,680 | 1,170 | 1,196 | 1,238 | 1,287 | 1,276 | 1,340 | 1,283 | 1,205 | 1,330 | -48% | 11% | 10% |
| Property | 255 | 308 | 282 | 322 | 571 | 530 | 481 | 451 | 475 | 501 | 483 | 449 | 402 | 389 | 400 | 57% | -11% | 3% |
| Unknown/Other | 23,092 | 22,277 | 18,087 | 15,543 | 3,229 | 1,495 | 3,280 | 1,258 | 402 | 71 | 344 | 139 | 48 | 31 | 46 | | | |
| | | | | | | | | | | | | | | | | ↑ | ↑ | ↑ |
| TOTAL | 129,249 | 132,593 | 134,431 | 134,539 | 134,370 | 128,242 | 126,032 | 125,879 | 133,103 | 147,705 | 151,891 | 152,326 | 151,355 | 150,465 | 156,313 | 20.9% | 24.2% | 3.9% |

## Overall



| | FY 08 | FY 09 | FY 10 | FY 11 | FY 12 | FY 13 | FY 14 | FY15 |
|---|---|---|---|---|---|---|---|---|
| Does Not Meet | 14.3% | 10.7% | 9.1% | 9.5% | 8.8% | 6.6% | 4.4% | 3.5% |
| 24 Month | 27.5% | 30.7% | 33.9% | 30.3% | 22.9% | 18.8% | 17.0% | 20.5% |
| Meets/Exceeds | 58.3% | 58.5% | 57.0% | 60.2% | 68.4% | 74.6% | 78.6% | 75.9% |

17.7% Increase

■ Meets/Exceeds  ☐ 24 Month  ☐ Does Not Meet      * Rounded to nearest 0.1%

## Certification Level "Meet/Exceed" Rates by Career Field
### AT&L (FY15)

| Acquisition Workforce Career Field | Meets or Exceeds Position Certification Level Requirements | Certification requirement not met and member within 24 month period | Certification requirements not met and member beyond 24 month period | Total |
|---|---|---|---|---|
| Engineering | (FY08 64.3%) 81.2% | 16.3% | 2.5% | 41,050 |
| Contracting | (FY08 69.5%) 79.6% | 17.6% | 2.8% | 30,230 |
| Life Cycle Logistics | (FY08 44.9%) 72.8% | 24.0% | 3.2% | 19,222 |
| Program Management | (FY08 55.2%) 73.0% | 22.4% | 4.6% | 16,585 |
| PQM | (FY08 63.1%) 72.4% | 22.1% | 5.5% | 9,822 |
| Test and Evaluation | (FY08 55.8%) 71.7% | 22.9% | 5.3% | 8,692 |
| Facilities Engineering | (FY08 39.8%) 75.7% | 22.2% | 2.2% | 6,986 |
| Information Technology | (FY08 34.8%) 64.4% | 29.8% | 5.8% | 6,402 |
| Business - FM | (FY08 41.2%) 70.9% | 23.4% | 5.7% | 6,205 |
| Audit | (FY08 76.1%) 83.5% | 15.9% | 0.6% | 4,316 |
| S&TM | (FY08 47.1%) 73.7% | 24.3% | 2.0% | 3,681 |
| Business - CE | (FY08 0.0%) 57.8% | 33.1% | 9.1% | 1,346 |
| Purchasing | (FY08 52.1%) 52.7% | 39.1% | 8.2% | 1,330 |
| Property | (FY08 71.8%) 69.0% | 23.8% | 7.3% | 400 |
| Total AT&L | (FY08 58.3%) 75.8% | 20.5% | 3.5% | 156,313 |

■ Meets or Exceeds Position Certification Level Requirements
■ Certification requirement not met and member within 24 month period
■ Certification requirements not met and member beyond 24 month period

## Certification Level "Meet/Exceed" Rates by Component
## AT&L (FY15)

| Component | Meets or Exceeds | Not met within 24 month | Not met beyond 24 month | Total |
|---|---|---|---|---|
| DoN | (FY08 86.4%) 95.3% | 23.2% | 4.4% | 57,565 |
| Army | (FY09 45.1%) 70.9% | 11.3% | 1.4% | 36,633 |
| Air Force | (FY08 61.0%) 72.4% | 23.2% | 3.6% | 35,665 |
| DCMA | (FY08 49.1%) 87.3% | 22.1% | 7.5% | 9,773 |
| DLA | (FY08 55.3%) 73.2% | 36.2% | 1.7% | 7,329 |
| DCAA | (FY08 81.2%) 70.4% | 15.9% | 0.6% | 4,322 |
| MDA | (FY08 73.4%) 62.1% | 9.5% | 0.7% | 1,892 |
| DISA | (FY08 76.7%) 83.5% | 32.6% | 7.4% | 917 |
| DTRA | (FY08 84.1%) 66.4% | 14.9% | 13.7% | 495 |
| DHA | (FY08 76.6%) 89.8% | 14.4% | 13.9% | 439 |
| DAU | (FY08 64.0%) 86.7% | 7.7% | 1.7% | 414 |
| Total | (FY08 53.8%) 60.0% | 20.5% | 3.5% | 156,313 |

*Acquisition Workforce Component*

- ■ Meets or Exceeds Position Certification Level Requirements
- ■ Certification requirement not met and member within 24 month period
- ■ Certification requirements not met and member beyond 24 month period

**DAW**
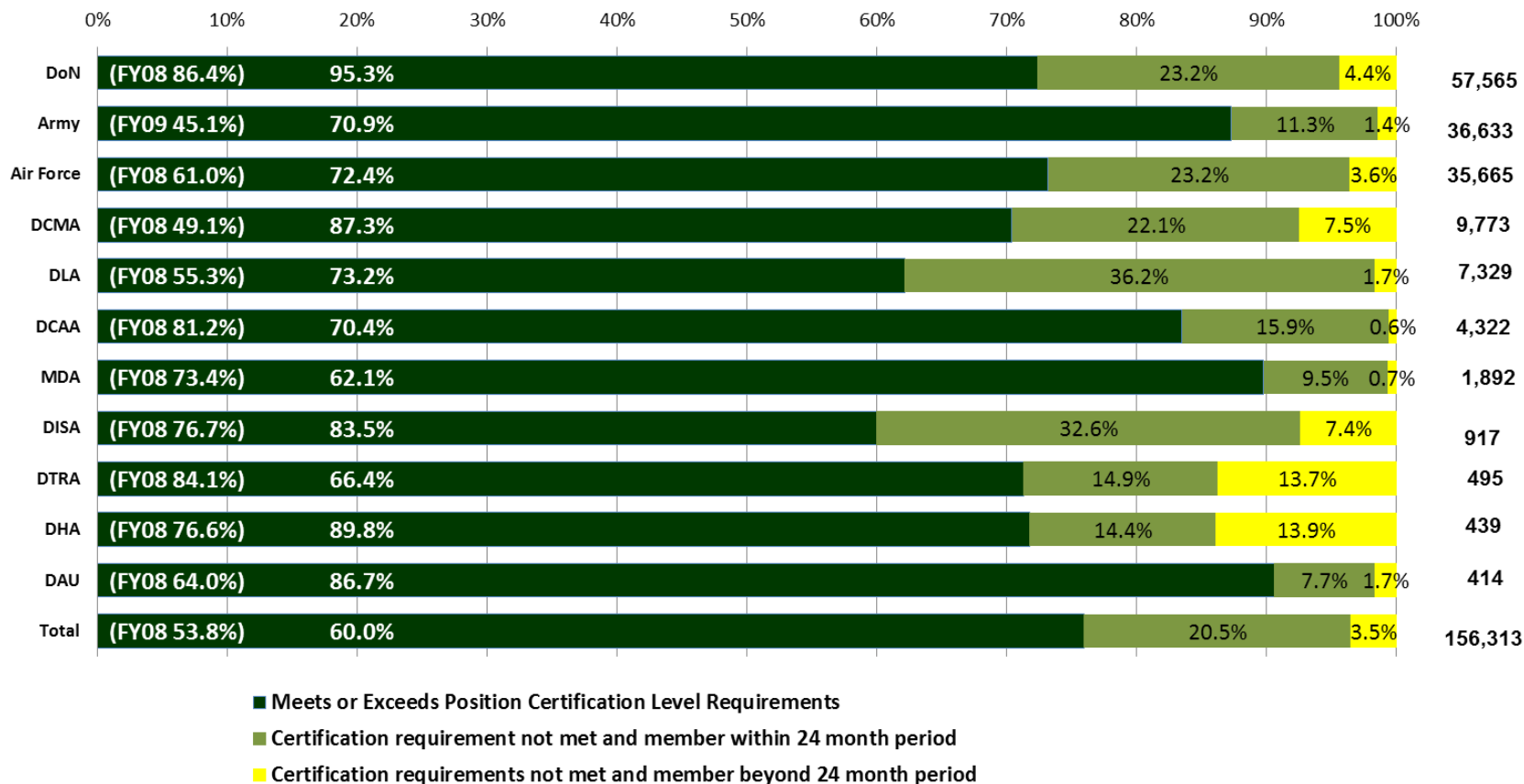
| Required Certification Level | Achieved Certification Level | | | | FY15Q4 TOTAL | %Meets Certification Requirement |
|---|---|---|---|---|---|---|
| | No Level Achieved | Level I | Level II | Level III | | |
| Level I | 7,819 | 6,376 | 2,058 | 578 | 16,831 | 53.5% |
| Level II | 12,251 | 8,053 | 42,133 | 17,541 | 79,978 | 74.6% |
| Level III | 3,591 | 1,638 | 4,056 | 50,003 | 59,288 | 84.3% |
| Unspecified | 105 | 29 | 57 | 25 | 216 | |
| FY15Q4 TOTAL | 23,766 | 16,096 | 48,304 | 68,147 | 156,313 | 75.9% |
| %TOTAL | 15.2% | 10.3% | 30.9% | 43.6% | | |

*No Level Achieved includes those within the 24 month grace period*

| Bench Strength | | |
|---|---|---|
| Org | # Exceeds | % Exceeds** |
| DAW | 20,177 | 12.9% |
| Army | 5,172 | 14.1% |
| DoN | 6,900 | 12.0% |
| Air Force | 6,543 | 18.4% |
| 4th Estate | 1,562 | 5.9% |

**\*\* Based on population total without unspecified positions**

| Certification Requirement | Meets/ Exceeds | Within 24 Months | Does Not Meet | DAW TOTAL | |
|---|---|---|---|---|---|
| Level I | 9,012 | 7,476 | 343 | 16,831 | 10.8% |
| Level II | 59,674 | 17,298 | 3,006 | 79,978 | 51.2% |
| Level III | 50,003 | 7,144 | 2,141 | 59,288 | 37.9% |
| Unspecified | 25 | 165 | 26 | 216 | 0.1% |
| DAW TOTAL | 118,714 | 32,083 | 5,516 | 156,313 | |
| %TOTAL | 75.9% | 20.5% | 3.5% | | |

■ = Compliance
■ = Exceeds Requirement

***\* NOTE: Rounded to nearest 0.1%***

# AWF Demographics



**CAP / KLP** — KLPs 1,089 0.7%; CAPs 15,728 10%; Non-CAP 133,750 89%

**Education** — High School 12,667 8%; Some College 11,992 8%; Bachelors 69,485 44%; Post Grad 61,177 39%; Other 992 0.6%

**Mil / Civ** — Military 15,351 10%; Civilian 140,962 90%

**Race** — AMI/AN 0.5%; MULTI 2.1%; PI 0.5%; Unspecified 3.7%; ASIAN 6.5%; BLACK 11.9%; WHITE 74.9%

**Gender** — Unspecified 448 0.3%; Females 45,555 29%; Males 110,309 71%
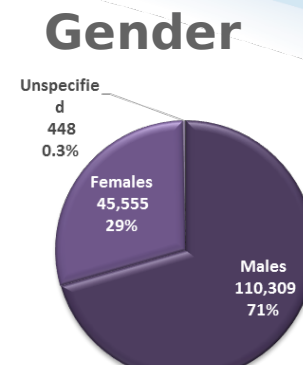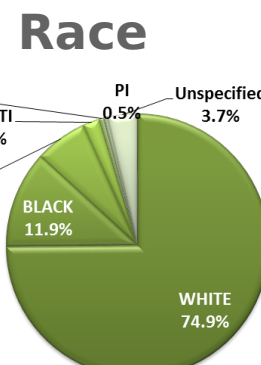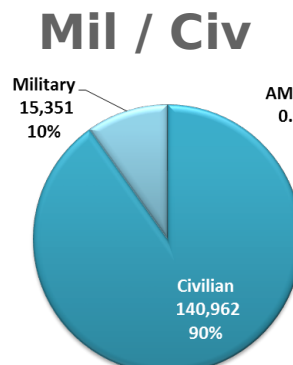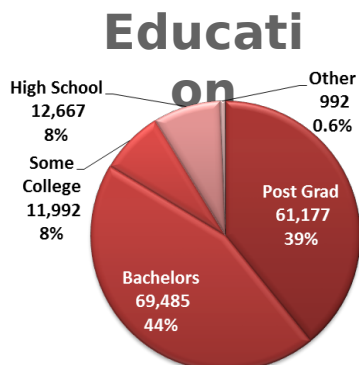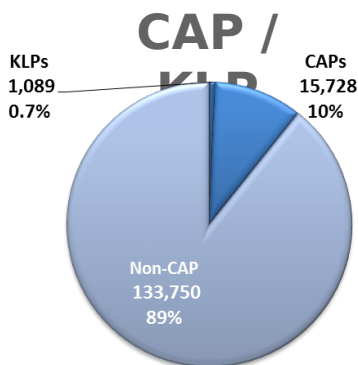
| Occupied Position Type | Entire DAW | |
|---|---|---|
| Key Leadership Positions (KLPs) | 1,089 | 0.7% |
| Critical Acquisition Positions (CAPs) * | 15,728 | 10.1% |
| Non-CAP Positions | 139,496 | 89.2% |
| TOTAL | 156,313 | |

*= Number of CAPs, excluding KLPs (no double counts)

| Highest Level of Education | Entire DAW | |
|---|---|---|
| Post Grad | 61,177 | 39.1% |
| Bachelors | 69,485 | 44.5% |
| Some College | 11,992 | 7.7% |
| High School | 12,667 | 8.1% |
| Other | 992 | 0.6% |
| TOTAL | 156,313 | |

| Military / Civilian | Entire DAW | |
|---|---|---|
| Civilian | 140,962 | 90.2% |
| Military | 15,351 | 9.8% |
| TOTAL | 156,313 | |

| Race | Entire DAW | |
|---|---|---|
| WHITE | 117,023 | 74.9% |
| BLACK | 18,589 | 11.9% |
| ASIAN | 10,128 | 6.5% |
| MULTI | 3,274 | 2.1% |
| AMI/AN | 850 | 0.5% |
| PI | 722 | 0.5% |
| Unspecified | 5,727 | 3.7% |
| TOTAL | 156,313 | |

| Gender | Entire DAW | |
|---|---|---|
| Males | 110,309 | 70.6% |
| Females | 45,555 | 29.1% |
| Unspecified | 448 | 0.3% |
| TOTAL | 156,312 | |

| Component | Service/Agency | Auditing | Business - Cost Estimating (BUS-CE) | Business - Financial Mgmt | Contracting | Engineering | Facilities Engineering | Industrial / Contract Property Mgmt | Information Technology | Life Cycle Logistics | Production, Quality and Manufacturing | Program Management | Purchasing | T Manager | Test and Evaluation | Unknown | FY15 Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Army | Army Totals | | 244 | 1662 | 8010 | 8986 | 1497 | 45 | 1682 | 7201 | 1393 | 3281 | 272 | 393 | 1956 | 11 | 36633 |
| | Navy | | 538 | 1813 | 5588 | 20816 | 5229 | 61 | 2538 | 5716 | 2777 | 5535 | 435 | 482 | 3207 | 1 | 54736 |
| | Marine Corps | | 32 | 187 | 526 | 365 | 32 | | 227 | 444 | 33 | 800 | 60 | 2 | 121 | | 2829 |
| DoN | Dept of Navy Totals | 538 | 1845 | 5775 | 21342 | 5594 | 93 | 2538 | 5943 | 3221 | 5568 | 1235 | 542 | 3209 | 122 | 54736 | 2829 |
| Air Force | Air Force Totals | | 454 | 1944 | 8534 | 8903 | 166 | 20 | 1133 | 3028 | 331 | 5366 | 79 | 2674 | 3027 | 6 | 35665 |
| 4th Estate | Defense Contract Management Agency | | 5 | 214 | 2964 | 1181 | 2 | 268 | 197 | 127 | 4353 | 393 | 31 | 4 | 9 | 25 | 9773 |
| | Defense Logistics Agency | | | 1 | 3257 | 11 | 1 | 3 | 113 | 2554 | 868 | 113 | 398 | 9 | 1 | | 7329 |
| | Defense Contract Audit Agency | 4315 | | | 1 | | | | | | | | 6 | | | | 4322 |
| | Missile Defense Agency | | 53 | 224 | 199 | 582 | 42 | 1 | 51 | 71 | 54 | 349 | 1 | 4 | 260 | 1 | 1892 |
| | 4th Estate Other | 1 | 20 | 160 | 1151 | 206 | 17 | 2 | 461 | 81 | 13 | 748 | 48 | 113 | 111 | 2 | 3134 |
| | 4th Estate Totals | 4316 | 78 | 599 | 7572 | 1980 | 62 | 274 | 822 | 2833 | 5288 | 1603 | 484 | 130 | 381 | 28 | 26450 |
| TOTAL | | 4316 | 1346 | 6205 | 30230 | 41050 | 6986 | 400 | 6402 | 19222 | 9822 | 16585 | 1330 | 3681 | 8692 | 46 | 156313 |

| Component | Service/Agency | Auditing | Business - Cost Estimating (BUS-CE) | Business - Financial Mgmt | Contracting | Engineering | Facilities Engineering | Industrial/Contract Property Mgmt | Information Technology | Life Cycle Logistics | Production, Quality and Manufacturing | Program Management | Purchasing | IT Manager | Test and Evaluation | Unknown | FY15 Totals |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Army | Army Totals | 0 | 6 | 17 | (43) | 74 | (12) | (2) | (10) | (43) | (10) | (9) | 12 | (3) | (33) | 0 | (56) |
| | Navy | 0 | 19 | 33 | 220 | 652 | 203 | 3 | 107 | 143 | 137 | 113 | 18 | 9 | 98 | (2) | 1753 |
| | Marine Corps | 0 | 0 | 2 | 8 | (16) | (3) | 0 | (9) | (12) | (4) | (31) | 1 | (1) | 6 | 0 | (59) |
| DoN | Dept of Navy Totals | 0 | 19 | 35 | 228 | 636 | 200 | 3 | 98 | 131 | 133 | 82 | 19 | 8 | 104 | (2) | 1694 |
| Air Force | Air Force Totals | 0 | 3 | 73 | 151 | 143 | 146 | 1 | 29 | 57 | 3 | 59 | 0 | 46 | 3 | 5 | 719 |
| 4th Estate | Defense Contract Management Agency | 0 | (1) | 2 | 28 | 29 | 1 | 9 | 9 | 0 | 15 | 7 | 3 | (1) | 1 | 2 | 104 |
| | Defense Logistics Agency | 0 | 0 | (1) | 67 | 0 | 0 | 0 | 20 | 81 | 37 | 16 | 54 | 0 | 0 | 0 | 274 |
| | Defense Contract Audit Agency | 15 | 0 | 0 | (2) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | (1) | 0 | 0 | 0 | 12 |
| | Missile Defense Agency | 0 | (2) | (7) | 12 | (5) | 3 | 0 | 3 | 2 | 2 | (2) | 0 | 2 | 0 | 1 | 9 |
| | 4th Estate Other | (1) | 1 | 2 | 20 | (3) | (3) | 0 | (9) | (3) | 1 | 12 | (2) | (1) | 0 | 1 | 15 |
| | 4th Estate Totals | 14 | (2) | (4) | 125 | 21 | 1 | 9 | 23 | 80 | 55 | 33 | 54 | 0 | 1 | 4 | 414 |
| TOTAL | | 14 | 26 | 121 | 461 | 874 | 335 | 11 | 140 | 225 | 181 | 165 | 85 | 51 | 75 | 7 | 2771 |

| KLPs | Service/Agency | Auditing | Business - Cost Estimating | Business - Financial Mgmt | Contracting | Engineering | Facilities Engineering | Industrial/ Contract Property Mgt | Information Technology | Life Cycle Logistics | Production, Quality & Manuf. | Program Management | Purchasing | S&T Manager | Test and Evaluation | Unspecified | FY15 TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Army | Army Totals | - | 7 | 16 | 13 | 25 | - | - | 1 | 15 | 5 | 74 | - | - | 7 | - | 163 |
| Navy | Navy | - | 36 | 63 | 56 | 66 | 1 | - | 2 | 48 | 10 | 159 | - | - | 47 | - | 488 |
| | Marine Corps | - | 5 | 5 | 7 | 5 | - | - | - | 5 | - | 21 | - | - | 4 | - | 52 |
| | Dept of Navy Totals | - | 41 | 68 | 63 | 71 | 1 | - | 2 | 53 | 10 | 180 | - | - | 51 | - | 540 |
| Air Force | Air Force Totals | - | 2 | 35 | 52 | 55 | - | - | 1 | 26 | - | 142 | - | 7 | 15 | - | 335 |
| 4th Estate | Defense Contract Management Agency | - | - | - | 1 | 1 | - | - | - | - | - | 2 | - | - | - | - | 4 |
| | Defense Logistics Agency | - | - | - | 7 | - | - | - | - | 4 | - | 3 | - | - | - | - | 14 |
| | Missile Defense Agency | - | 1 | - | 1 | 2 | - | - | - | 1 | 1 | 10 | - | 1 | - | - | 17 |
| | Defense Information Systems Agency | - | - | - | 1 | - | - | - | - | - | - | 2 | - | - | 3 | - | 6 |
| | Defense Threat Reduction Agency | - | - | - | 1 | - | - | - | - | - | - | - | - | - | - | - | 1 |
| | DHA (TRICARE Management Activity & USUHS) | - | - | - | 1 | 1 | - | - | 1 | - | - | 3 | - | - | - | - | 6 |
| | DoD Human Resources Activity | - | - | - | 1 | - | - | - | - | - | - | - | - | - | - | - | 1 |
| | Defense Security Cooperation Agency | - | - | - | - | - | - | - | - | - | - | 1 | - | - | - | - | 1 |
| | ASD - Networks & Information Integration | - | - | - | - | - | - | - | - | - | - | - | - | 1 | - | - | 1 |
| | 4th Estate Totals | - | 1 | - | 13 | 4 | - | - | 1 | 5 | 1 | 21 | - | 2 | 3 | - | 51 |
| TOTAL | | - | 51 | 119 | 141 | 155 | 1 | - | 5 | 99 | 16 | 417 | - | 9 | 76 | - | 1,089 |

# AWF Civilian Count Detail by Component and Career Field

| Component | Service/Agency | Auditing | Business - Cost Estimating | Business - Financial Mgmt | Contracting | Engineering | Facilities Engineering | Industrial/Contract Property Mgt | Information Technology | Life Cycle Logistics | Production, Quality & Manuf. | Program Management | Purchasing | S&T Manager | Test and Evaluation | Unspecified | FY15 TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Army | Army Totals | - | 244 | 1,662 | 6,921 | 8,984 | 1,497 | 45 | 1,682 | 7,201 | 1,393 | 2,394 | 272 | 393 | 1,932 | 11 | 34,631 |
| DoN | Navy | - | 534 | 1,725 | 4,523 | 20,605 | 5,229 | 61 | 2,521 | 5,319 | 2,214 | 4,612 | 435 | 445 | 2,810 | - | 51,033 |
| | Marine Corps | - | 32 | 184 | 342 | 349 | 32 | - | 214 | 291 | 1 | 439 | 60 | - | 67 | - | 2,011 |
| | Dept of Navy Totals | - | 566 | 1,909 | 4,865 | 20,954 | 5,261 | 61 | 2,735 | 5,610 | 2,215 | 5,051 | 495 | 445 | 2,877 | - | 53,044 |
| Air Force | Air Force Totals | - | 401 | 1,868 | 5,922 | 7,519 | 163 | 20 | 961 | 2,551 | 267 | 3,027 | 79 | 2,277 | 1,781 | 1 | 26,837 |
| 4th Estate | Defense Contract Management Agency | - | 5 | 214 | 2,964 | 1,181 | 2 | 268 | 197 | 127 | 4,353 | 393 | 31 | 4 | 9 | 25 | 9,773 |
| | Defense Logistics Agency | - | - | 1 | 3,257 | 11 | 1 | 3 | 113 | 2,554 | 868 | 113 | 398 | 9 | 1 | - | 7,329 |
| | Defense Contract Audit Agency | 4,315 | - | - | 1 | - | - | - | - | - | - | - | 6 | - | - | - | 4,322 |
| | Missile Defense Agency | - | 53 | 224 | 199 | 582 | 42 | 1 | 51 | 71 | 54 | 349 | 1 | 4 | 260 | 1 | 1,892 |
| | Defense Information Systems Agency | - | 8 | 10 | 367 | 70 | - | - | 137 | 27 | - | 231 | 16 | - | 51 | - | 917 |
| | Defense Threat Reduction Agency | - | - | 71 | 71 | 43 | 1 | - | 49 | 4 | - | 138 | 2 | 107 | 7 | 2 | 495 |
| | Defense Acquisition University | - | 7 | 30 | 118 | 38 | - | 2 | 5 | 33 | 9 | 165 | - | 1 | 6 | - | 414 |
| | DHA (TRICARE Management Activity & USUHS) | - | 2 | 19 | 103 | 2 | - | - | 209 | 3 | 2 | 74 | 20 | 1 | 4 | - | 439 |
| | Office of the Secretary of Defense & OSD Staff | - | 3 | 11 | 38 | 24 | - | - | - | 12 | 2 | 79 | - | 1 | 7 | - | 177 |
| | The Joint Staff | - | - | 8 | 4 | 8 | - | - | 31 | 1 | - | 29 | - | 2 | 18 | - | 101 |
| | Defense Commissary Agency | - | - | 2 | 106 | - | 16 | - | 20 | - | - | 4 | - | - | 1 | - | 149 |
| | Washington Headquarters Services | - | - | - | 121 | - | - | - | - | - | - | 1 | - | - | - | - | 122 |
| | DoD Education Activity | - | - | - | 56 | - | - | - | - | - | - | - | 4 | - | - | - | 60 |
| | Defense Finance and Accounting Service | - | - | - | 63 | - | - | - | - | - | - | 1 | - | - | - | - | 64 |
| | Defense Microelectronics Activity | - | - | 4 | 25 | 20 | - | - | 6 | - | - | - | - | - | - | - | 55 |
| | DoD Human Resources Activity | - | - | - | 20 | - | - | - | 1 | - | - | 1 | 1 | - | - | - | 23 |
| | Defense Security Cooperation Agency | - | - | - | 13 | - | - | - | - | - | - | 3 | 1 | - | - | - | 17 |
| | Defense Media Activity | - | - | - | 15 | - | - | - | - | - | - | - | 2 | - | - | - | 17 |
| | DoD Test Resource Management Center | - | - | 4 | - | 1 | - | - | - | - | - | 1 | - | - | 17 | - | 23 |
| | Defense Security Service | - | - | 1 | 15 | - | - | - | - | 1 | - | - | 1 | - | - | - | 18 |
| | Defense Advanced Research Projects Agency | - | - | - | 13 | - | - | - | - | - | - | - | - | - | - | - | 13 |
| | Defense Technical Information Center | - | - | - | - | - | - | - | 3 | - | - | 16 | - | - | - | - | 19 |
| | National Defense University | - | - | - | 3 | - | - | - | - | - | - | 5 | - | - | - | - | 8 |
| | DoD Inspector General | 1 | - | - | - | - | - | - | - | - | - | - | 1 | - | - | - | 2 |
| | ASD - Networks & Information Integration | - | - | - | - | - | - | - | - | - | - | - | - | 1 | - | - | 1 |
| | Pentagon Force Protection Agency | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| | 4th Estate Totals | 4,316 | 78 | 599 | 7,572 | 1,980 | 62 | 274 | 822 | 2,833 | 5,288 | 1,603 | 484 | 130 | 381 | 28 | 26,450 |
| TOTAL | | 4,316 | 1,289 | 6,038 | 25,280 | 39,437 | 6,983 | 400 | 6,200 | 18,195 | 9,163 | 12,075 | 1,330 | 3,245 | 6,971 | 40 | 140,962 |

AT&L DataMart (As of 30 Sept 2015)

# RAND NDRI Forces and Resources Policy Center Data Retirement / Loss Slides

**Overall DAW - Civilian Retirement Eligibility Distribution - End-FY08 vs End-FY15**



**Early Career**
*Over 20 yrs to ret elig*

FY08 19.8%    FY15 25.1%

**Mid Career**
*11-20 yrs to ret elig*

FY08 23.2%    FY15 23.1%

**Senior Career**
*Within 10 yrs ret elig*

FY08 57.1%    FY15 51.9%

Positive strategic change:
1. Improved size of year groups for early/mid career workforce
2. Improved % balance across career lifecycle

FY15*

FY08

Getting experience, certified, qualified

[11.9%] 15,937
[13.2%] 17,644
[10.8%] 14,513
[12.3%] 16,417
[15.9%] 21,316
[19.2%] 25,749
[16.7%] 22,436

14,464 [13.0%]
7,461 [6.7%]
9,539 [8.6%]
16,182 [14.6%]
22,982 [20.7%]
21,315 [19.2%]
19,051 [17.2%]

Risk concern: Retain at levels to ensure sufficiently motivated, sized and qualified future workforce (2020-2030)

Risk Concern: Readiness for complex positions (e.g., KLPs) and responsibilities (technical, professional and leadership); upward mobility and career progression opportunities; retention of small year groups (bathtub) for adequate future senior career group

Risk concern: Loss of very experienced; effective knowledge transfer/lost opportunity of coaching/mentoring of future workforce; retention of sufficient senior career group for workforce capability continuity to 2020-2030

Source: RAND using DMDC data
Note: Rounded to nearest 0.1%

**Civilian Workforce Count**

Over 25 yrs to Retirement | 21-25 yrs to Retirement | 16-20 yrs to Retirement | 11-15 yrs to Retirement | 6-10 yrs to Retirement | 1-5 yrs to Retirement | Retirement Eligible

# Workforce Lifecycle Model by YRE



Defense Acquisition Workforce Lifecycle Model (WLM)
by Years to Retirement Eligibility (YRE) - Civilian (FY 2015Q4) - AT&L
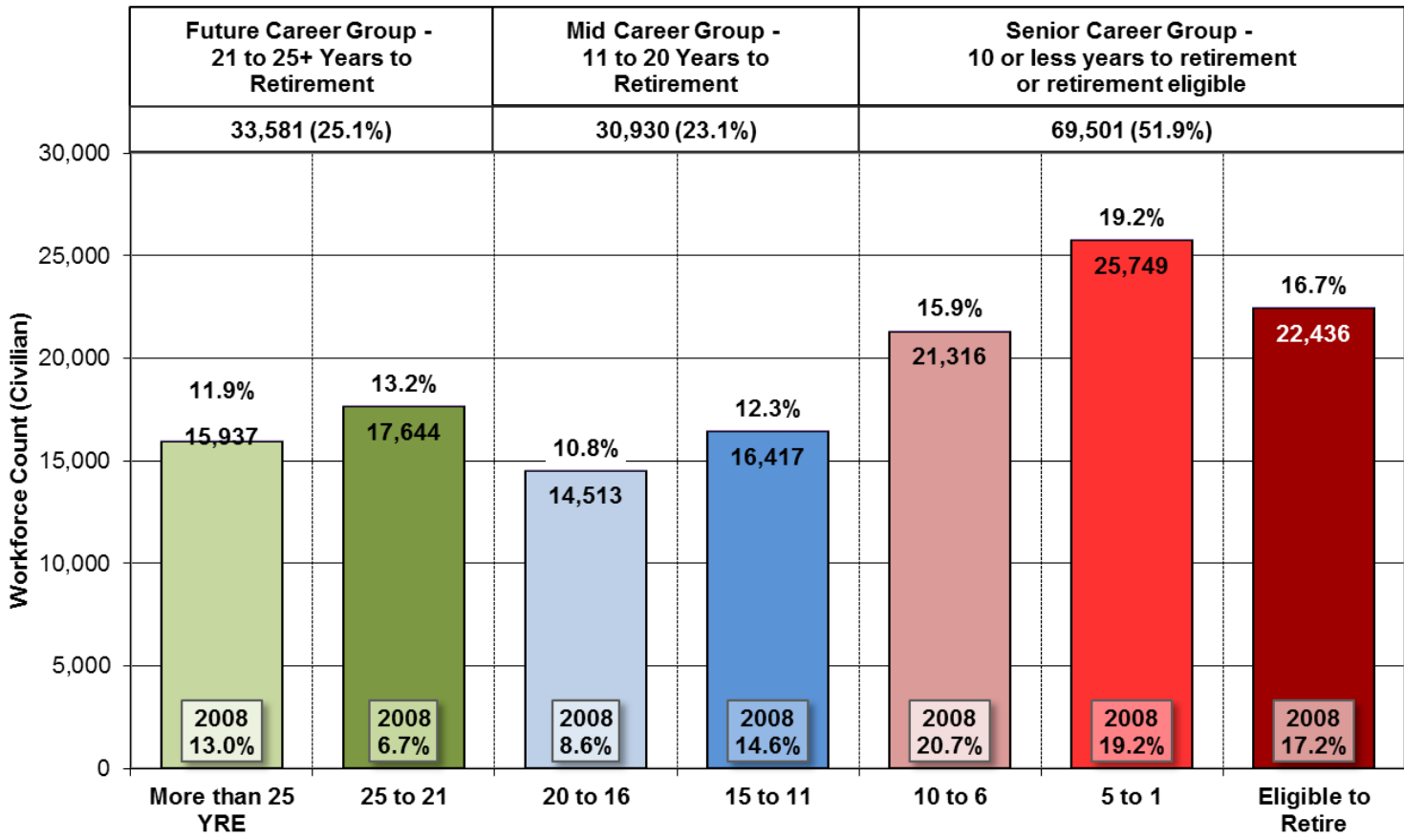
Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2008 (Q2) and FY2015 (Q4) DMDC data provided by RAND.

## Defense Acquisition Workforce (Civilian) - AT&L
### Workforce Lifecycle FY 2015Q4 Gains & Losses*

| | Future Career Group - 21 to 25+ Years to Retirement | | Mid Career Group - 11 to 20 Years to Retirement | | Senior Career Group - 10 or less Years to retirement or retirement eligible | | Retirement Eligible | |
|---|---|---|---|---|---|---|---|---|
| | More than 25 | -25 to -21 | -20 to -16 | -15 to -11 | -10 to -6 | -5 to -1 | 0 to 4 | 5+ |
| Gains | 4,747 | 2,172 | 1,943 | 1,654 | 1,492 | 1,022 | 343 | 79 |
| Losses | 1,015 | 978 | 720 | 758 | 815 | 882 | 2,491 | 1,386 |
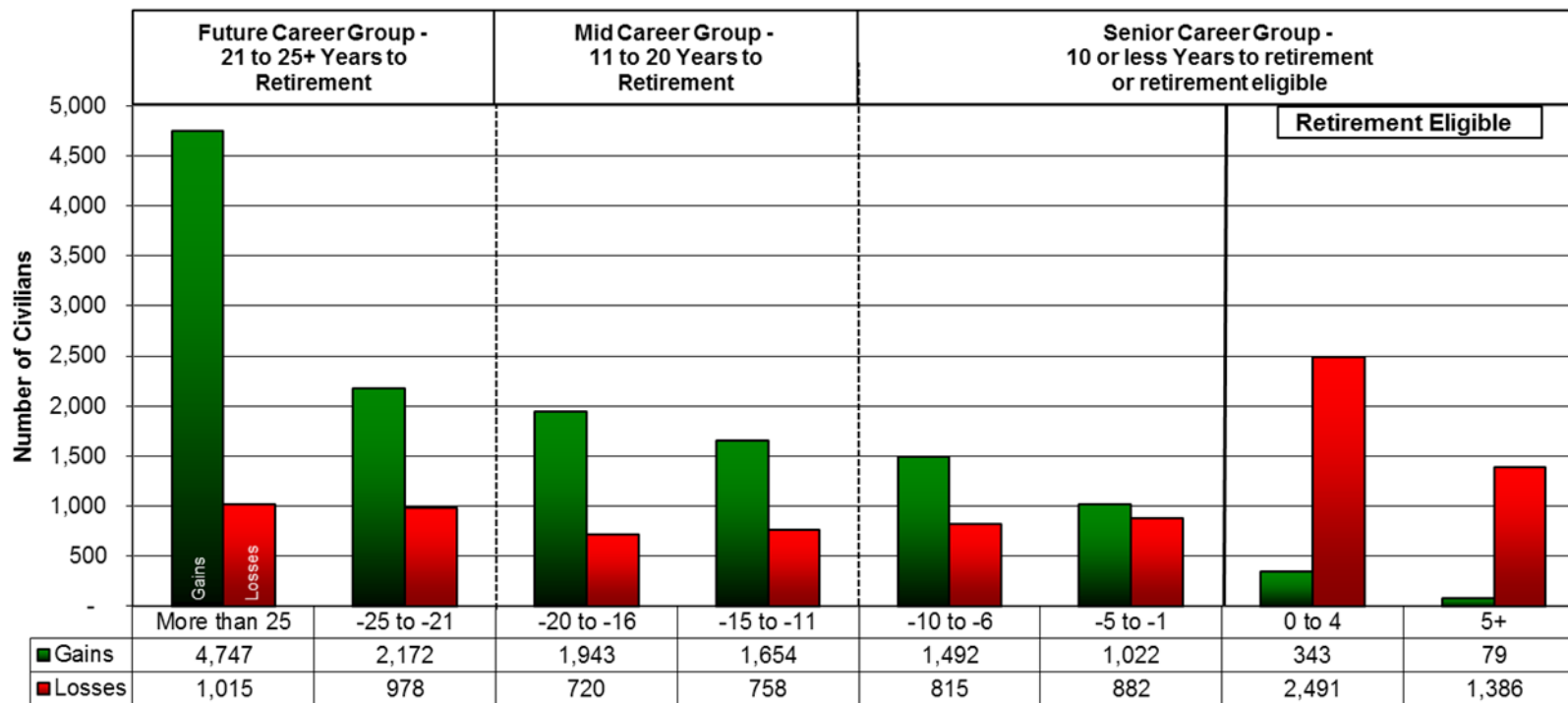
Career Lifecyle by Years to Retirement Eligibilty

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY 2015Q4 and Previous FY Data)
*Does not include administrative gains and losses

## Defense Acquisition Workforce (Civilian) (FY 2015Q4) - AT&L

### Gains and Losses by External to DoD, Internal to DoD, and Administrative Categories

**Gains**
New Hires
(new to DoD)
(FY14Q4= +4,723)
**+9,530**

**Gains**
Gains to Career Field from within DAW or DoD
(FY14Q4= +3,158)
**+4,045**

**Gains**
Administrative gains
(no apparent personnel action)
(FY14Q4= +2,313)
**+3,469**

External Hire

Internal Gain

Admin Gains

e.g., assimilation, career field migration, other coding updates

**GAINS WHICH INCREASE WORKFORCE SIZE**

### Changes to Acquisition Workforce FY 2015Q4 Size/Count

**LOSSES WHICH REDUCE WORKFORCE SIZE**

Leave DoD

Stay in DoD

Admin Losses

e.g., career field migration, other coding updates

**-7,005**
(Leave DoD)
(FY14Q4= -7,863)
**Losses**

**-2,142**
Losses to Career Field but stay in DAW and/or DoD
(FY14Q4= -1,875)
**Losses**

**-1,449**
Administrative losses
(no apparent personnel action)
(FY14Q4= -1,737)
**Losses**

**Defense Acquisition Workforce (Civilian) - AT&L**
Workforce Lifecycle FY 2015Q4 Gains*

| | Future Career Group - 21 to 25+ Years to Retirement | Mid Career Group - 11 to 20 Years to Retirement | Senior Career Group - 10 or less Years to retirement or retirement eligible |
|---|---|---|---|
| | Early Career | Mid Career | Senior Career |
| Internal | 1,444 | 1,179 | 1,407 |
| External | 5,475 | 2,418 | 1,529 |

Early Career: Internal 21%, External 79%
Mid Career: Internal 33%, External 67%
Senior Career: Internal 48%, External 52%

Internal Gains from Within DOD  |  External Gains into DOD

Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY 2015Q4 and Previous FY Data)
*Does not include administrative gains

## Defense Acquisition Workforce (Civilian) - AT&L
### Workforce Lifecycle FY 2015Q4 Losses*
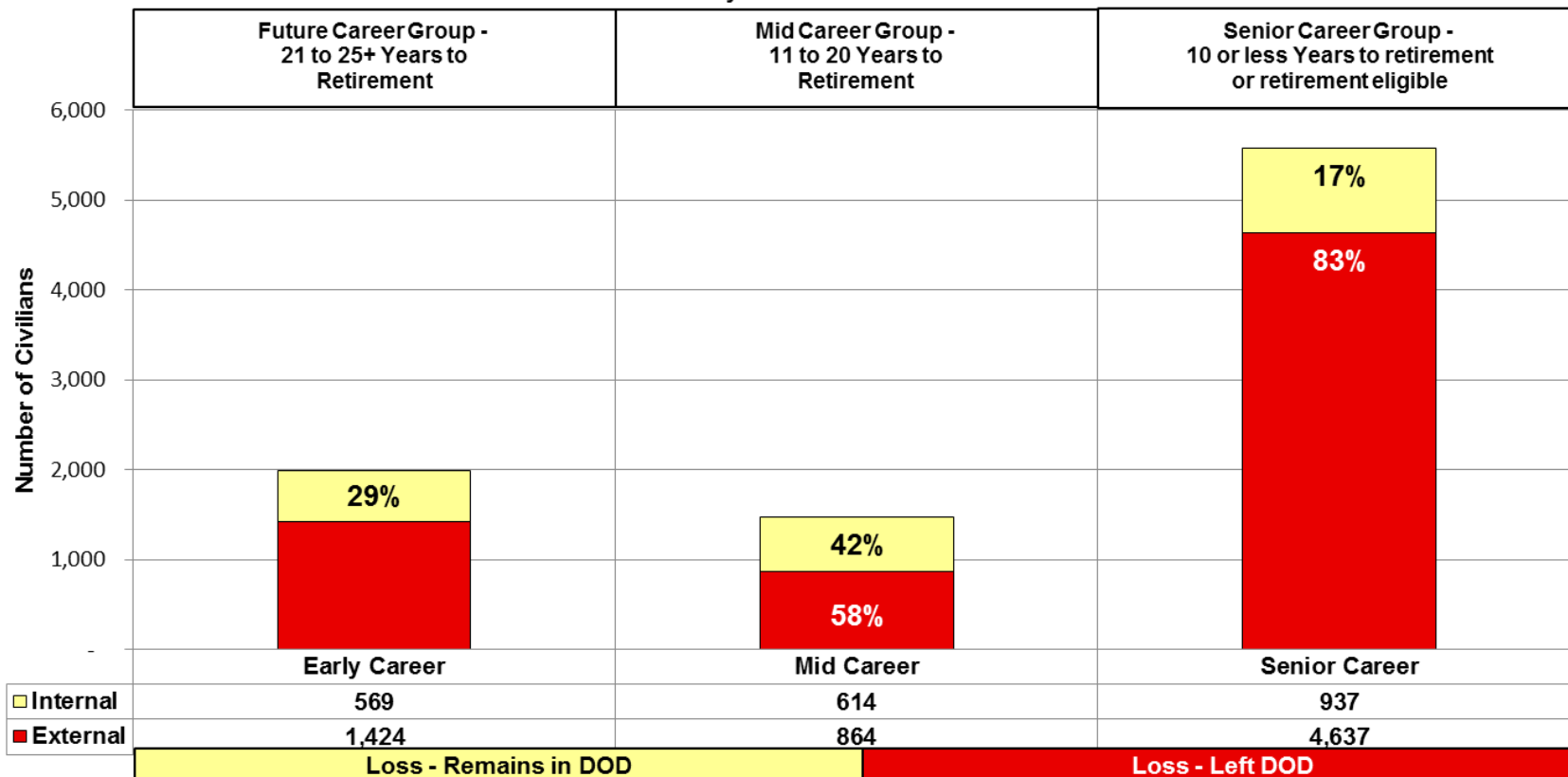
| Future Career Group - 21 to 25+ Years to Retirement | Mid Career Group - 11 to 20 Years to Retirement | Senior Career Group - 10 or less Years to retirement or retirement eligible |
|---|---|---|



| | Early Career | Mid Career | Senior Career |
|---|---|---|---|
| Internal | 569 | 614 | 937 |
| External | 1,424 | 864 | 4,637 |
| | Loss - Remains in DOD | Loss - Left DOD | |

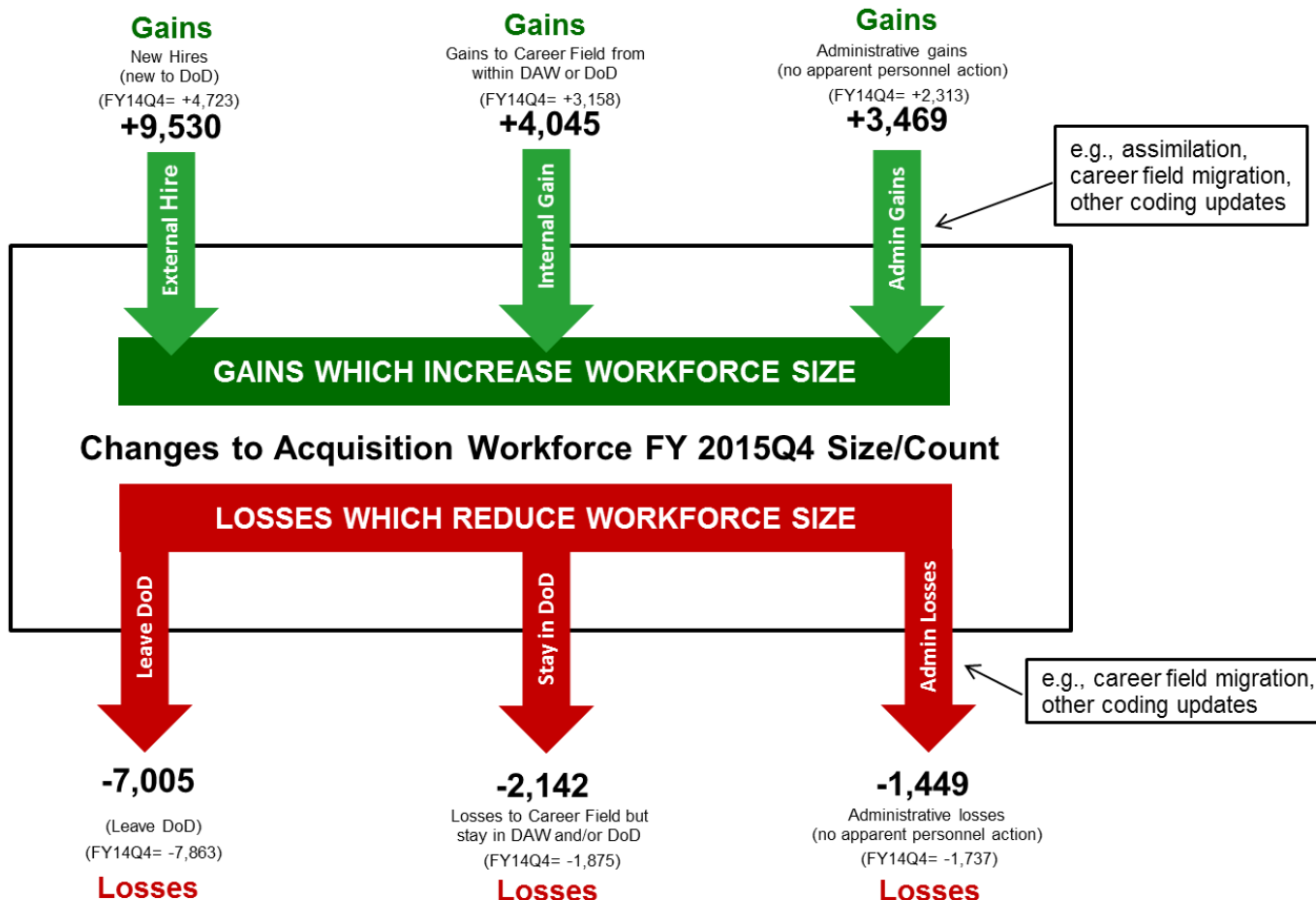Source: RAND NDRI Forces and Resources Policy Center analysis using DMDC data (FY 2015Q4 and Previous FY Data)

*Does not include administrative losses

# Turnover Rates by Career Group

## Defense Acquisition Workforce Turnover - AT&L (Civilian) (FY13Q4, FY14Q4, FY15Q4)(by Career Lifecycle Group)



| | Future Career Group - 21 to 25+ Years to Retirement | Mid Career Group - 11 to 20 Years to Retirement | Senior Career Group - 10 or less Years to retirement or retirement eligible | TOTAL |
|---|---|---|---|---|
| | Future | Mid | Senior | Total |
| ■ Turnover FY13Q4 | 5.5% | 4.0% | 7.7% | 6.3% |
| ■ Turnover FY14Q4 | 6.6% | 4.7% | 8.4% | 7.1% |
| ■ Turnover FY15Q4 | 5.8% | 4.8% | 8.1% | 6.7% |
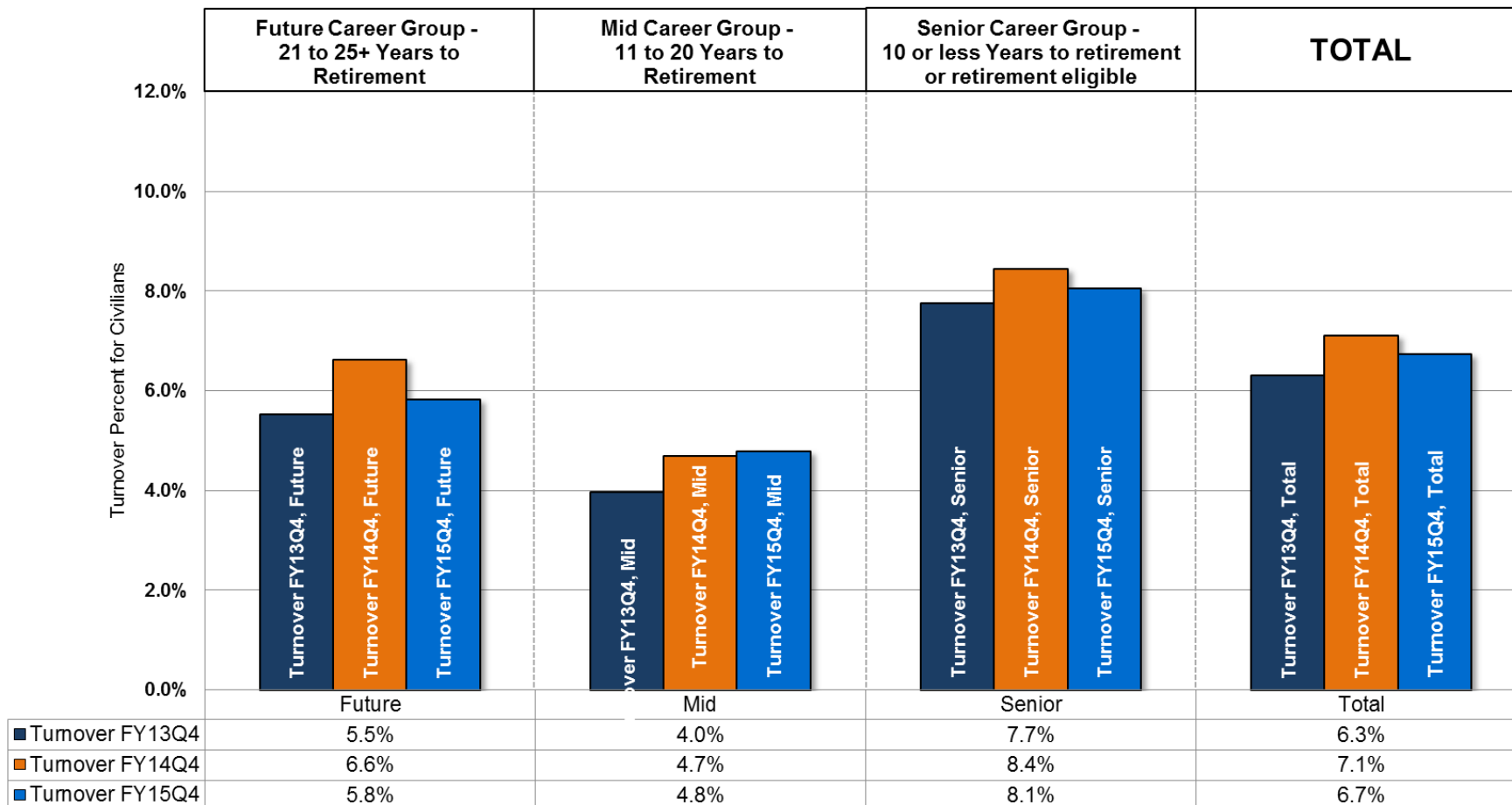
**Turnover Percent by Career Lifecycle Groups**

# *Civilian Distribution by Years to Retirement Eligibility*

## Defense Acquisition Workforce - AT&L

### Distribution by Years to Retirement Eligibility (Civilians)(FY 2015Q4)
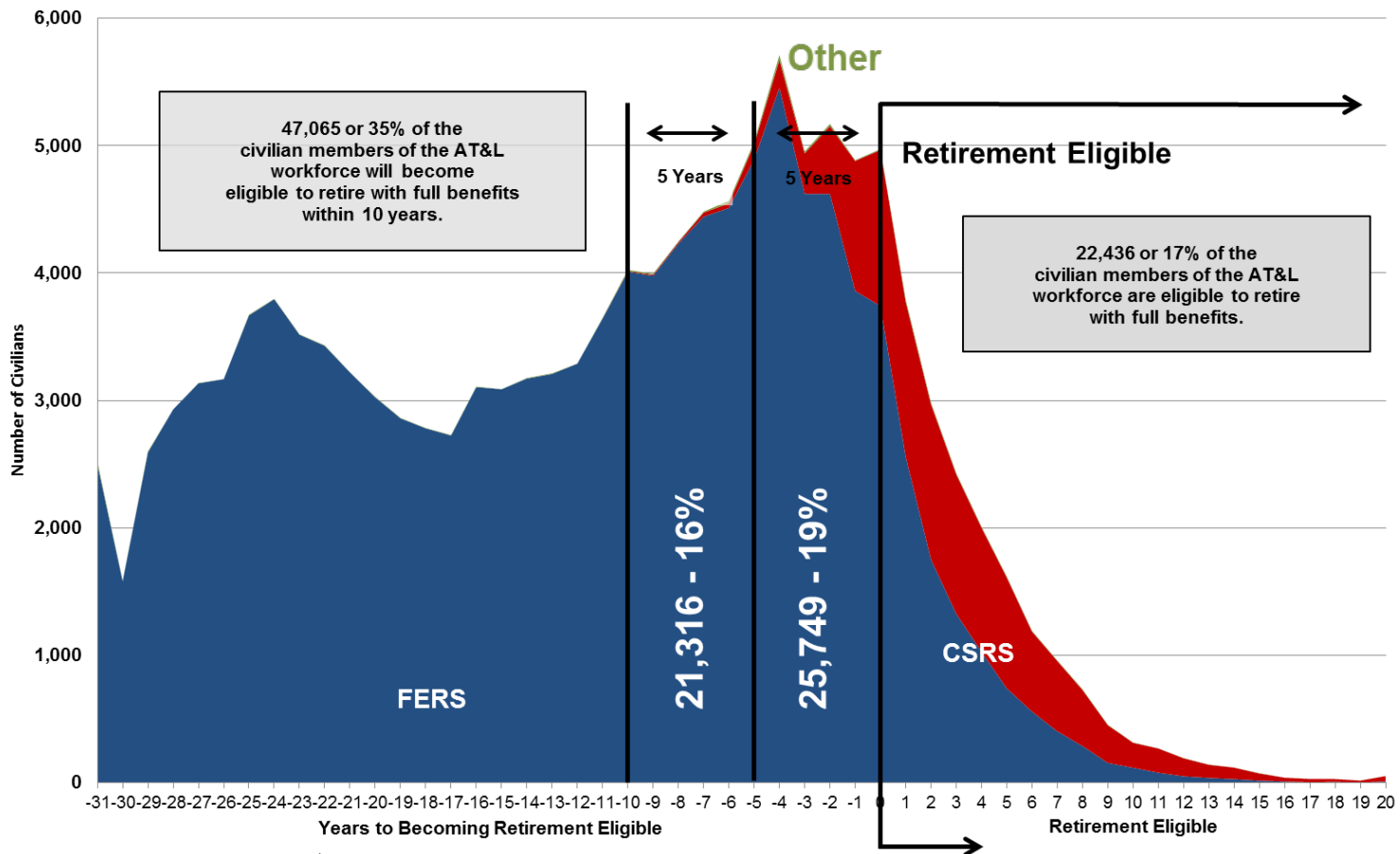


Source: Chart was generated by OUSD(AT&L)/Human Capital Initiatives using FY2015 DMDC data provided by RAND.

# Thank You

Thank You for the continued support and team work!

END OF DAY 1

# Agenda – 13 January – Day 2

| | |
|---|---|
| 0800-0830 | Coffee |
| 0830-0900 | Requirements Management Brief (Matt Ghormley) |
| 0900-1000 | Quota Management Session/Discuss FY17 DAU Schedule Build/travel management (Ashlee Riggins) |
| 1000-1015 | Break |
| 1015-1045 | Small Business Career Field Implementation (Wendy Despres) |
| 1045-1115 | Contracting Career Field Update (Lenny Manning) |
| 1115-1145 | Additional Topics/Open Discussion/Wrap Up |
| 1145-Noon | Survey/End of Summit/Safe Travels! |

# Requirements Management Certification Training
# (RMCT)



Foundational Learning    Workflow Learning    Performance Learning

Date: 13 Jan 2016

- Mandate and Governance
- Curriculum
- Certification Guidelines
- Billet Distribution
- Special Interest Items

**FY07 NDAA, Section 801, states:**

    **"The USD(AT&L), in consultation with DAU, shall develop a training program to certify military and civilian personnel of DoD    with responsibility for generating requirements for MDAPs".**

    -- No mention of the Joint Staff or *JCIDS

*Joint Capabilities Integration & Development System

- Requirements Management Functional Integrated Product Team Charter
  - Mirrors organizational construct of Acquisition professional areas although Requirements Management is not a formal or statutory career field.

    I. FIPT Leader:  AT&L – OASD(A), Director Joint Operations Support
    II. FIPT Advisor: Joint Staff J8, Deputy Director for Requirements
    III. DAU Vice President

# RQM Current Course Laydown

RQM 110

CLR 101

CLR 252

KPP

Core
Core +

User Needs

MS

MS

MS

Full Rate Prod Decision Review

| Strategic Guidance | Joint Concepts | Capabilities - Based Assessment | ICD | MDD | Materiel Solution Analysis | Technology Maturation Risk Reduction | CDD | Engineering & Manufacturing Development | CPD | Production & Deployment | O&S |

President
SECDEF
CJCS

COCOMs

FCB

AoA

Incremental Development
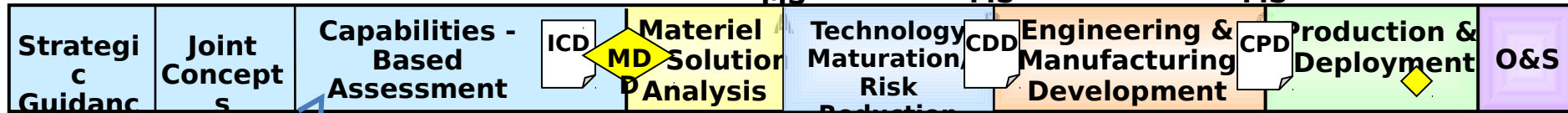
CLR 250

JCIDA

CLR 151

RQM 310

RQM

# Requirements Management Training— Certification Framework

| CLR 101 Introduction to JCIDS | RQM 110 Core Concepts for Requirements Management | RQM 310 Advanced Concepts and Skills | RQM 403 Requirements Executive Overview Workshop | RQM 413 Senior Leader Requirements Course |
|---|---|---|---|---|
| 4 - 6 hours | 18 - 24 hours | 1-Week | 1 day | Tailored |
| A, B, C | B, C | C | D (1-3 Star / SES) | D (4-Star / Agency Head) |

## Certification Level Guidelines

| A | *Requirements Originators and Support* – Contribute to Requirements generation and capability development in various capacities to include: Stating users' needs, analysis, subject matter or domain expertise, document staffing and coordination, administrative support |
|---|---|
| B | *Requirements Writers and Developers* – Write requirements and requirements documents; Fill specific capacities to include: Lead study elements, adjudicate comments, facilitate document development and coordination across organizations |
| C | *Requirements Core Expertise* – Support the creation, staffing, or validation of requirements documents; Train others on "Big A" acquisition topics; Represent Services, Agencies, or CCMDs in requirements, acquisition, or resourcing forums; Support presentations at FCBs or at Service-level Requirements Councils |
| D | *Requirements Validators and Prioritizors* at the GO/FO/SES level – Validate and approve documents; Provide senior leadership and oversight of JCIDS analysis |

# Requirements Management Training— Course and Curriculum Overview

| Level A Certification | Level B Certification | Level C Certification | Level D Executive Certification | | Core Plus Courses (online) |
|---|---|---|---|---|---|
| **CLR 101** Introduction to JCIDS | **RQM 110** Core Concepts for Requirements Management | **RQM 310** Advanced Concepts and Skills for Requirements Management | **RQM 403** Requirements Executive Overview Workshop *1-3 star GO/FO, SES* | **RQM 413** Senior Leader Requirements Course *4-star GO/FO, Agency Head* | **CLR 151** Analysis of Alternatives |
| 4 - 6 hours online | | Classroom | 1-day Classroom | Tailored Desktop Discussion | **CLR 250** Capability-Based Assessments |
| • *Requirements originators and support* | • *Requirements writers and developers* | • *Requirements presenters and trainers* | • *Make decisions* • *Set priorities* • *Approve & Validate JCIDS Documents* | | **CLR 252** Developing Performance Attributes |

Core Courses – Mandatory for RM Certification

Core Plus Courses (aka "Just-In-Time") -- Not Required for Cert Unless Directed by Component

**Unlike the Defense Acquisition Workforce, the Requirements Management Certification Construct is Rank/Grade Agnostic**

# Billet Distribution

**Billet Distribution Between Components (4,427 total billets)**

- JS/CC MDs
- Services

141; 3.19%
556; 12.56%
3730; 84.26%
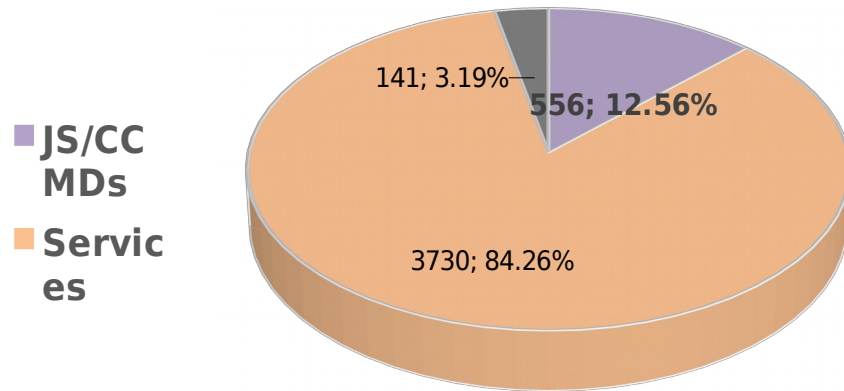
**Billet Distribution Between Services 3,730 billets**

- Army
- Air Force
- Navy
- USMC

235; 6.30%
396; 10.62%
1794; 48.10%
1305; 34.99%
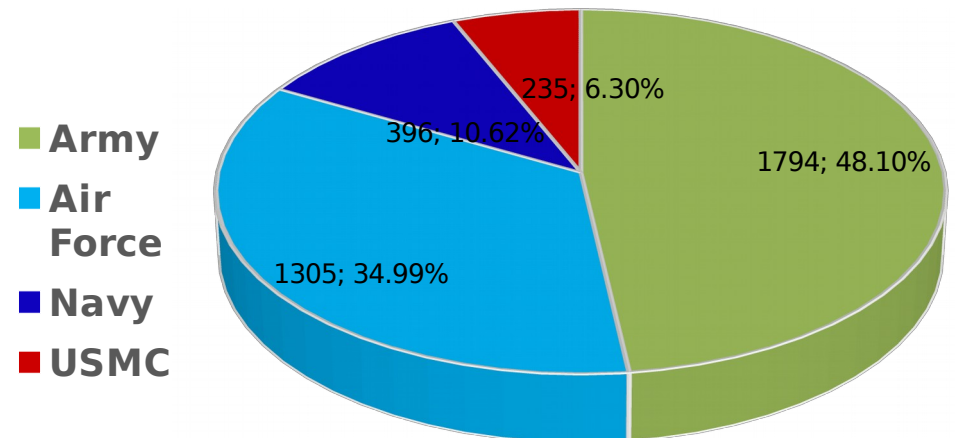
# RQM Program Summary Service/Agency (FY05-FY15)
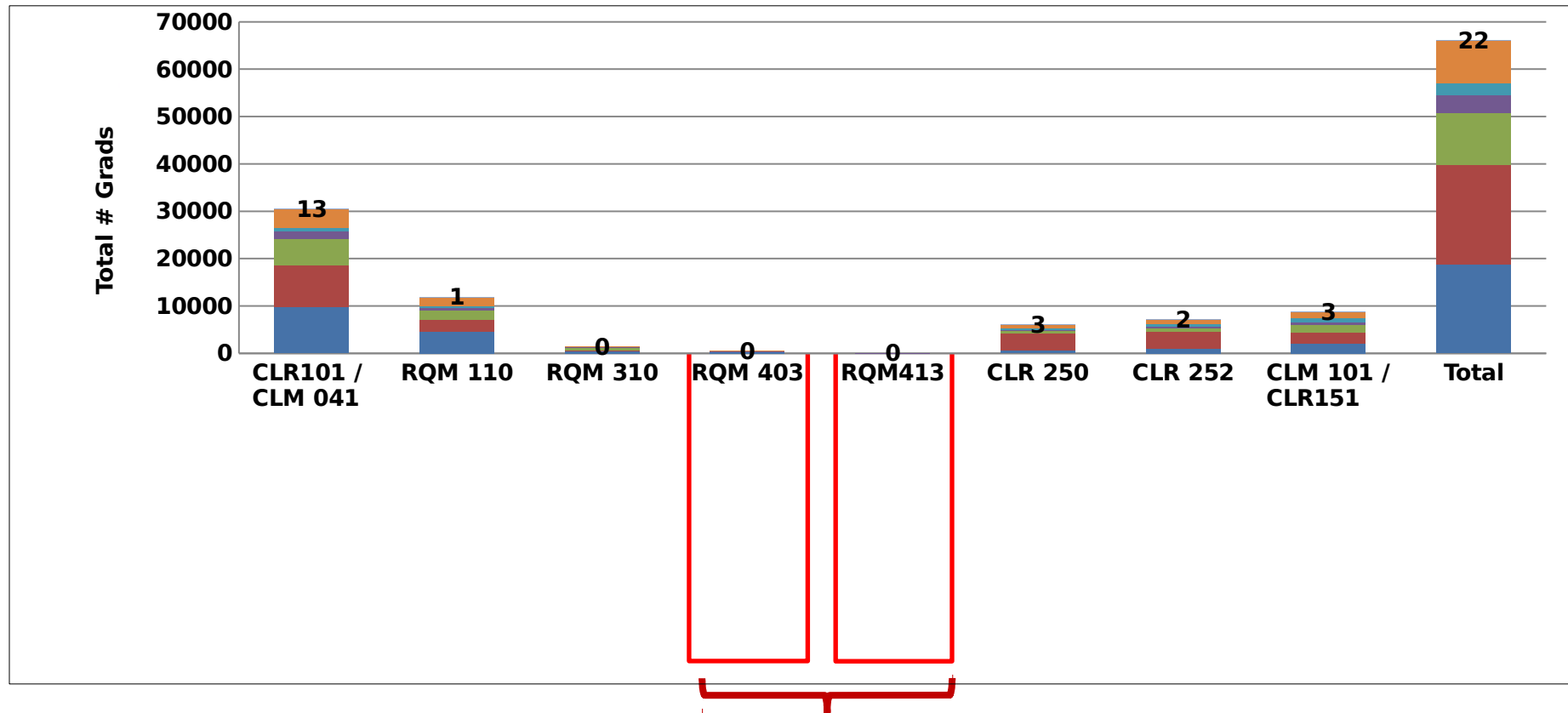


**Prior to FY12, All GO/FO/SES Trng Considered as RQM403; the RQM413 Created to Distinguish 4-Star Trng Events from Others**

As of: Dec 2015

| Service / Agency | PRM Approved & Distributed | 310-001* (Oct 19-23) | 310-002* (Dec 7-11) | 310-003 (Jan 25-29) | 310-004 (Mar 7-11) | 310-005 (Apr 25-29) | 310-006 (Jun 6-10) | 310-007 (Jul 11-15) | 310-008 (Sep 12-16) | Total | Total+ J8/CCMD |
|---|---|---|---|---|---|---|---|---|---|---|---|
| USA | 67 | 4 | 3 | 7 | 7 | 7 | 7 | 7 | 7 | 49 | 57 |
| J8/CCMD | | 1 | 2 | 0 | 1 | 1 | 1 | 1 | 1 | 8 | |
| USAF | 88 | 9 | 8 | 9 | 13 | 9 | 9 | 13 | 9 | 79 | 88 |
| J8/CCMD | | 3 | 1 | 2 | 1 | 0 | 1 | 1 | 0 | 9 | |
| USN | 74 | 8 | 10 | 6 | 9 | 7 | 6 | 8 | 6 | 60 | 87 |
| USMC | | 2 | 1 | 3 | 3 | 3 | 3 | 3 | 2 | 20 | |
| J8/CCMD | | 1 | 2 | 2 | 2 | 0 | 0 | 0 | 0 | 7 | |
| 4th Estate | 47 | 0 | 1 | 1 | 7 | 2 | 2 | 9 | 3 | 25 | 37 |
| J8/CCMD | | 0 | 1 | 0 | 3 | 1 | 1 | 5 | 1 | 12 | |
| FAI | 0 | 2 | 1 | 0 | 2 | 0 | 0 | 1 | 1 | 7 | 7 |
| Total | 276 | 30 | 30 | 30 | 48 | 30 | 30 | 48 | 30 | 276 | 276 |
| | USA/USAF/ USN/CIV | 23 | 23 | 26 | 39 | 28 | 27 | 40 | 27 | 233 | 276 |
| | J8/CCMD | 5 | 6 | 4 | 7 | 2 | 3 | 7 | 2 | 36 | |
| | FAI | 2 | 1 | 0 | 2 | 0 | 0 | 1 | 1 | 7 | |
| | Total | 30 | 30 | 30 | 48 | 30 | 30 | 48 | 30 | 276 | |

# Special Interest Items

- Course Seat Requests – RQM 310 & 403
  - Agency Submissions and Coordination
  - Component Appointed Representative (CAR) vs. DACM

- 4$^{th}$ Estate Requirements Management 'Certification'
  - Grant Certification for Lvls B, C, D?
  - Agency Latitude to Define, 'as needed' i.e. experience, education, etc.

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Gale Brown-Neuhaus
RQM Registrar
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# Back-Up Slides

# Registration DACMs to CAR Relationships
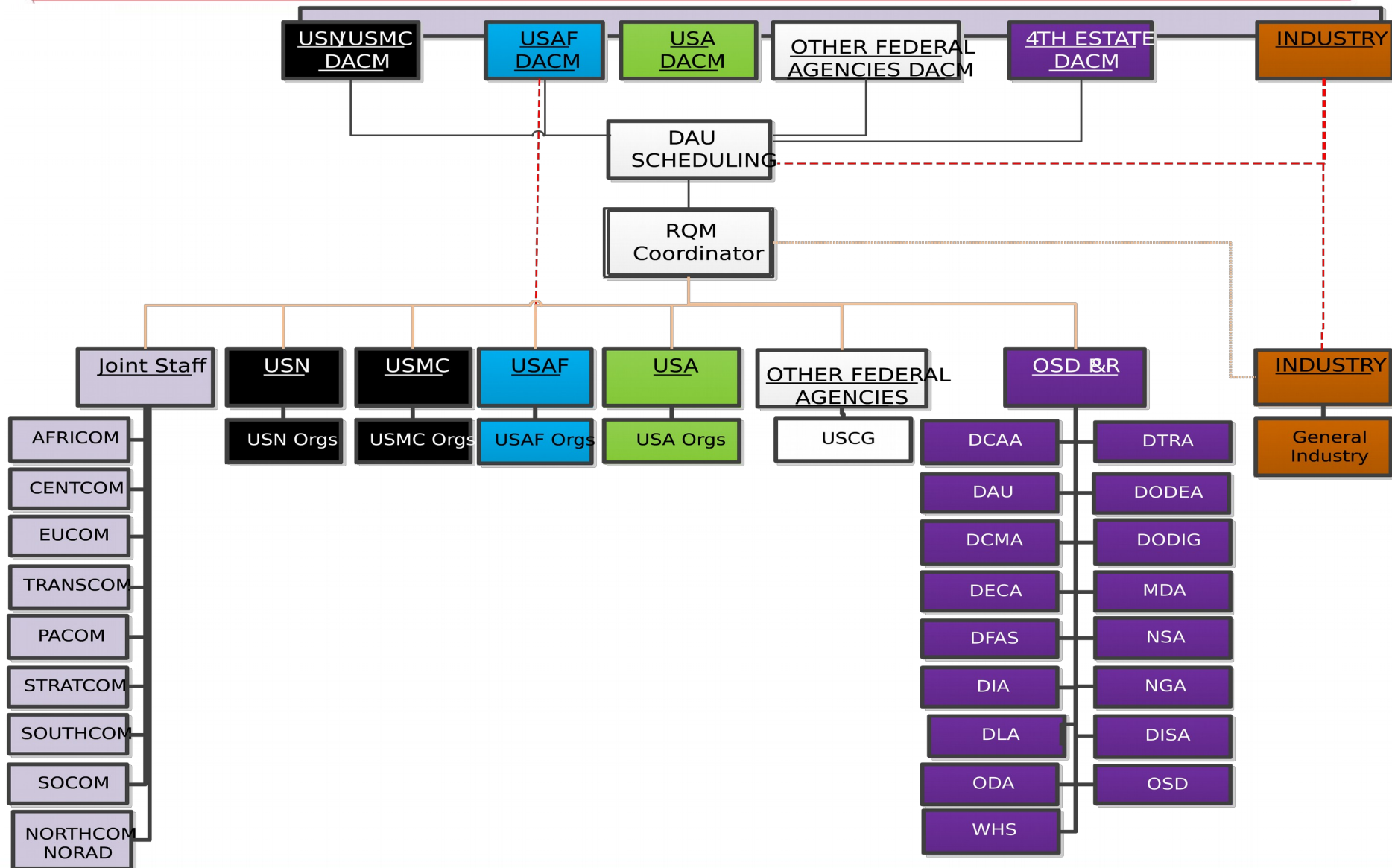
# Quota Management Overview

**4th Estate Summit**

Presenter: Ashlee Riggins
Date: 13 January 2016

# Agenda

1. FY15 Recap
2. FY16 Snapshot
3. QM Update
4. Reports
   - CAP Met Report/CAP Status Report
   - Lowfill Report
   - P3/P4 Report
   - Prerequisite Report
5. QM Update
6. No Show Discussion
7. Swaps and Substitutions
8. Quota Management Tips
9. Correspondence with DAU Scheduling

# FY15 Recap

## Overview of 4th Estate's FY15 CAP

|  | **FY 15** |
|---|---|
| Initial CAP | 12,759 |
| Total CAP | 14,806 |
| Reservations | 7,619 |
| Graduations | 6,959 |
| No Shows | 321 |

**Most Requested Courses**
By 4th Estate

| Course | Requested CAP | Actual CAP | Inputs | % Met |
|---|---|---|---|---|
| ACQ 203 | 2,915 | 2,013 | 1,173 | 58% |
| LOG 201 | 1,448 | 630 | 477 | 76% |
| CON 280 | 960 | 585 | 509 | 87% |
| CON 270 | 945 | 633 | 436 | 69% |
| CON 290 | 916 | 607 | 635 | 105% |

**High Demand Courses**
Submitted to DAU by 4th Estate

| Course | Requested CAP | Actual CAP | Inputs | % Met |
|---|---|---|---|---|
| BCF 301 | 179 | 87 | 87 | 100% |
| CON 090 | 810 | 593 | 319 | 54% |
| CON 170 | 828 | 806 | 380 | 47% |
| CON 232 | 233 | 58 | 95 | 164% |
| CON 252 | 251 | 130 | 107 | 82% |

# FY16 Snapshot

As of 8 January 2016

### Most Requested Courses
By 4th Estate

| Course | Requested CAP | Actual CAP | Reservations | % of CAP Used |
|--------|---------------|------------|--------------|---------------|
| CON 232 | 126 | 159 | 175 | 110% |
| CON 090 | 307 | 411 | 408 | 99% |
| ACQ 451 | 40 | 50 | 49 | 98% |
| GRT 201 | 54 | 54 | 52 | 96% |
| CON 170 | 415 | 485 | 463 | 95% |
| BCF 302 | 13 | 14 | 13 | 93% |
| CON 280 | 505 | 532 | 469 | 88% |
| FE 302 | 14 | 14 | 12 | 86% |
| IND 105 | 35 | 37 | 31 | 84% |
| CON 270 | 500 | 517 | 428 | 83% |
| ACQ 453 | 27 | 28 | 23 | 82% |

# Reports

There are several reports in ATRRS and ACQTAS that can assist Quota Managers with their daily tasks.

- CAP Met Report
- CAP Status Report
- Lowfill Report
- P3/ P4 Report
- Prerequisites Report

# CAP Status Report

- The CAP Status Report is a snapshot of the 4th Estate's CAP.
- Two methods of delivery:
  - DOD DACM QM will send out the report once a month.
  - Users can schedule the report in data on demand.

| QS | Course | Capacity | QS Cap Flag | Original Cap Value | Current Cap Value | Quotas | Reservations | Unused Quotas | Cap Difference | Percentage of CAP Used | Potential Reservations | Percentage of CAP Remaining |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 4th Estate | ACQ 203 | | Y | 1112 | 1394 | 876 | 568 | 444 | 382 | 73% | 1012 | 27% |
| 4th Estate | ACQ 230 | | Y | 79 | 81 | 7 | 8 | 0 | 73 | 10% | 8 | 90% |
| 4th Estate | ACQ 265 (DAU) | | Y | 301 | 313 | 187 | 120 | 77 | 116 | 63% | 197 | 37% |
| 4th Estate | ACQ 315 | | Y | 234 | 257 | 127 | 138 | 6 | 113 | 56% | 144 | 44% |
| 4th Estate | ACQ 340 | | Y | 20 | 20 | 7 | 3 | 4 | 13 | 35% | 7 | 65% |
| 4th Estate | ACQ 350 | | Y | 21 | 21 | 5 | 2 | 3 | 16 | 24% | 5 | 76% |

ATRRS Data-On-Demand - (Data As Of 1800 Hours 01/07/2016)

# CAP Met Report

- The CAP Met report is a condensed version of the CAP Status Report found in Data on Demand.
  - It is available every Friday in the QM Update.
  - Highlights courses that are:
    - CAP Met
    - Within 10% of being CAP Met
    - Within 20% of being CAP Met
  - Below is a snap shot of a recent CAP Met report

| CAP MET | CAP W/I 10% | CAP W/I 20% |
|---|---|---|
| CON 232 (DAU) | ACQ 451 (DAU) | ACQ 453 |
| | BCF 302 | CON 270 |
| | CON 090 | CON 280 |
| | CON 170 | FE 302 |
| | GRT 201 (DAU) | IND 105 |

ATRRS Data-On-Demand - (Data As Of 1800 Hours 01/07/2016)

# Low-Fill Report

- The Lowfill Report shows classes on DAU's radar for cancellation if they do not meet the course minimum by the deadline.

- 4th Estate onsite courses will be highlighted green. Try to fill these offerings first.

  - If there is a track record of cancellations for an agency or a location, DAU may not schedule future onsites.

- Courses highlighted in bright yellow are 4th Estate CAP Met and are available for reservations.

- Courses highlighted in orange are 4th Estate CAP Met and still outside of the registration release window.

  - Please still encourage students to apply and receive a wait. This will help keep the class!

| Course | Offering # | Host School | Teaching School | Class Location | Start Date | Service | Max | Reserv | Waits | Res+ Waits | Mgmt. Min | Status |
|--------|-----------|-------------|-----------------|----------------|------------|---------|-----|--------|-------|-----------|-----------|--------|
| ACQ 265 | 008 | 504 | 504 | KETTERING OH | 2016-02-02 | NA | 30 | 17 | 0 | 17 | 18 | Will hold; instructor certification. |
| ACQ 203 | 728 | 501 | 501 | PHILADELPHIA PA | 2016-02-08 | Navy | 24 | 13 | 0 | 13 | 18 | Extended the cut-off for reaching the min to Friday, 8 Jan 16. If not at min, class will be cancelled. |

# P3/P4 Report

- The P3/P4 Report is to ensure we are using our quotas for P1 and P2s.
- The first report sent is to verify the priority of students with reservations. These students currently hold a P3 or P4.
- The second report gives agencies the opportunity to swap P3/P4 seats for a higher priority employee within their agency.
  - If an agency cannot swap another student within their agency, then the DODDACM QM will coordinate cross agency swaps.

| FY | Applicant Name | Organization | Phone [Comm] | Pri | Course | Class | Applied Date | Start Date | End Date | Completion Date | Class Location | Status |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | Student A | Agency | (703) 604-2471 | 4 | CON 270 | 56 | 11/14/2013 | 6/16/2014 | 6/27/2014 | | CHESTER | R |

| FY | Applicant Name | Organization | Phone [Comm] | Pri | Course | Class | Applied Date | Start Date | End Date | Completion Date | Class Location | Status |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2016 | Student B | Agency | (703) 545-3581 | 1 | CON 270 | 56 | 11/14/2013 | 6/16/2014 | 6/27/2014 | | Chester | W |

# Prerequisite Report

- This report pulls students who scheduled for training that do not meet the prerequisites.

  - The report will include Web and Residential courses.

- This is report is available; however, the 4th Estate DACM office is updating the policy. The report will be released once the updates are complete.

| | |
|---|---|
| | Resident Course |
| | Will Not Complete Prereq Before Upcoming Training |
| | Upcoming & Prerequisite Course |
| | Training Begins Next Week |

| Name | Res Stat | Course Number | Start Date | Days Until Start | Prerequisite Course Number | Waiver Type | Prereq Current Status |
|---|---|---|---|---|---|---|---|
| Student, A | R | CON 200 | 10/1/2015 | 0 | CON 170 | Pending | |
| Student, B | R | ACQ 203 | 11/2/2015 | 7 | ACQ 202 | Pending | Failed to Complete |
| Student, C | R | ACQ 203 | 11/2/2015 | 7 | ACQ 202 | Pending | Attending |
| Student, D | R | ACQ 203 | 11/2/2015 | 7 | ACQ 202 | Pending | Attending |

# QM Update

- Every Friday the DOD DACM QM sends out a QM Update.
- The QM update includes:
    - Highlights from DAU that week
    - New Courseware being offered by DAU
    - Lowfill courses
    - CAP Met Report
    - Travel Updates
    - ASM requests for information

- Please feel free to respond with any questions or concerns.

# No Show Discussion

## Avoiding No Shows and No Show Excusals:

- If students have a reservation but subsequently determine that they can not attend a DAU class, they need to apply for "cancellation approval" as soon as possible in ACQTAS.

- Quota Managers: Please monitor Cancellation Requests on a regular basis. Another student should be substituted into the reservation if one is available, and if not, the Quota Manager can reach out to the DOD DACM Quota Manager to see if another 4th Estate student can utilize this seat.

- If a student does receive a "no show", and has a valid reason (e.g., medical emergency, car accident, etc.), then the Quota Manager should excuse the "no show" penalty in ACQTAS.

# Swaps and Substitutions

There are two functions in ACQTAS that allow QMs to move students in and out of class and between waits and reservations.

- A swap, listed as "SW" next to a student application and also available under the "Swap Applications" menu option:
  - Use this function when two students have either a reservation or a wait for a class and you want to swap their position/status.

- A substitution, listed a "S" next to the students application,
  - Use this feature to take the student with a reservation out of their seat and put the student you want into it.
  - This action completely removes the original student from the course and they will need to submit a new application if they want to take the class at a later date.

*Note: Students who have left the agency should not be swapped out of their reservation, they should have someone substituted in for them.*

# Quota Management - Tips

- <u>Data On Demand</u> – Use the DoD Agency Course Stats report at any time to determine the number of reservations made for FY 16: (https://www.atrrs.army.mil/channels/dataondemand/)

- <u>Multiple Waits:</u>  Employees can and should make multiple waits when they can not obtain a reservation.  A student can make as many waits as they want for any course.  "Rolled waits" do NOT count against our CAP.

- <u>Fill Onsite First:</u>  If you have onsite classes, fill them first.  Quotas are assigned to these classes and they must be used.  Be sure to fill onsite classes prior to class Roll Dates.  Once Roll Dates are reached, your Agency will lose seats to other Agencies and to the Services.

# Correspondence with DAU Scheduling

4th Estate asks that all Quota Managers correspond with the DOD DACM Quota Manager for all questions regarding training applications or courses.

Many issues do not require the involvement of the DAU Scheduling office and can be handled "in-house."

Issues that DO require the involvement of DAU will be appropriately escalated by the DOD DACM Quota Manager.

4th Estate DACM Quota Manager Contact Information:
Ashlee Riggins
DODDACMQuotas@asmr.com
703-225-1628

# FY17 Schedule Build Overview

**4ᵗʰ Estate Summit**

Presenter: Ashlee Riggins

Date: 13 January 2016

# Agenda

- FY17 Schedule Build Calendar
- Schedule Build Steps Defined
- Data Collection Procedures
- Onsites
- Early Registration

# FY17 – Schedule Build - Calendar

| Suspense Date | Action Items |
|---|---|
| Dec 11, 2015 | DOD DACM QM will distribute training requirements spreadsheets to each Agency. |
| Jan 8, 2016 | Agency provides all onsite requests to DOD DACM QM. |
| Jan 15, 2016 | Agency provides training requirements to DOD DACM QM. |
| Feb 8, 2016 | Agency review draft schedule and onsite requests provided by DAU. |
| Feb 11, 2016 | Agency provides feedback regarding DAU draft schedule and onsite requests. |

# Schedule Build – Steps defined

FY17 - Schedule build – Steps defined:

- Submit all seat requirements by Course/ Location
    - All agencies are sent an Excel Spreadsheet grid to request seats at the course and location level. This step involves requesting onsites if needed.
    - Release: COB 11 Dec 2015
    - Suspense: 15 Jan 2016
- Review and Analyze Schedule
    - Agencies review onsite schedule provided by DAU to assure adequate classrooms can be provided for dates offered.
    - Release: 08 Feb 2016
    - Suspense: 11 Feb 2016

# Requesting Onsites

- It is strongly suggested that Agencies that have onsite classes fill them as soon as possible. If you host onsites, PLEASE be sure to monitor them closely in order to utilize all your quotas. Onsites do not have to be Agency specific.

- Onsites do not have to be 4th Estate only.

- If a location has multiple agencies or another Service in the area, please start coordinating with the DOD DACM QM.

- The DOD DACM QM will assist with scheduling cross Agency/Service onsites.

- ASM is requesting onsite information from agencies one week before the seat requests to allow for more time to coordinate and verify onsite requests.

# Early Registration

## Benefits of Early Reservations:

- The FY17 Schedule Goes Live <u>17 May 2016</u>

- <u>Saves Travel Funds</u>: Students can choose more local classes that have NO associated travel costs, or classes with lower travel costs.

- <u>Flexibility/ Convenience</u>: Students have more classes to choose from which allows them to better meet their training needs at convenient times throughout the FY.

# Travel Management Overview

## 4th Estate Summit

Presenter: Ashlee Riggins

Date: 13 January 2016

# Agenda

1. Funding Status on Pending Applications
2. DTS Errors
3. HOLD Justification

# Funding Status on Pending Applications

Pending applications have a field titled "Application is DAU Funded:" that triggers LOA approval.

- Agency Quota Managers have access to update a student's funding status on the application prior to submitting their approval.
- **The page must refresh immediately after the funding status flag is changed in order for the change to take effect.**
  - If the application is approved prior to the page refreshing the change in funding status will not change.
- Only applications with a funding status of YES will be listed in the pending Travel report to be approved for an LOA.
- Once an application is approved the ability to alter the funding status is removed from Quota Managers.

# DTS Errors

ACQTAS Travel does not have access to authorizations or vouchers in DTS.

- Travelers who receive errors in DTS should contact the DTS Travel Assistance Center for help understanding what the error is and how to resolve it.
- If escalating any DTS errors to ACQTAS Travel the traveler's course information is required as well as screenshots of the LOA information on the orders and the accounting codes.
- **Our LOAs are using three years funds, so all authorizations will receive an alert that the LOA FY does not match the authorization's FY.**
  - Travelers can continue forward, the alert will not stop their orders from processing.

# HOLD Justification

Applications for non-cost effective locations (Non-CEL) go into a HOLD status and require justification in order to be approved:

- One of two justifications MUST be provided:
    - Cost-savings justification – information on how the traveler will save money must be included.
    - Certification deadline – certification deadline date must be included.  This justification must prove that no other class will allow the individual to meet their requirement deadline.
- Prerequisites must be met.

HOLDS can be approved without justification if travel expenses are funded by the agency.

# Questions

## Questions or Comments?

# Contact Information

| POC | Title/Responsibility | Phone Number | Email |
|---|---|---|---|
| Aiden Thornhill | ACQTAS/DATMS Project Manager | 703-225-1521 | Aiden.Thornhill@asmr.com |
| Ashlee Riggins | DOD DACM QM | 703-225-1628 | Ashlee.Riggins@asmr.com DODDACMQuotas@asmr.com |
| Katharine Thomas | ACQTAS Help Desk Team Lead | 703-645-0161 | acqtashelp@asmr.com acqtastravel@asmr.com |

# Thank You

Thank You for the
continued support and
team work!

# Small Business Workforce Initiative Update
## January 13, 2016

## Wendy Despres
### Associate Director, Policy Management
### DoD Office of Small Business Programs

# **Agenda**

- Introduction
  - Mission and Vision
  - Importance of Small Business Professionals (SBP)
  - Benefits of a Career Field

- Policy Updates
  - Legislation affecting the Small Business Career Field (SBCF)
  - Small Business Better Buying Power (BBP) initiatives
  - SBCF Memorandums

- Progress Achieved
  - SBCF Development Timeline

- Moving Forward
  - FY 2016 Data-Call
  - Vanguard Awards Program
  - Rotational Excellence Program (REP)
  - Course Development Updates

- Frequently Asked Questions

- Points of Contact

# Introduction: Mission and Vision

**Vision:** To develop and sustain a DoD Small Business workforce with superior talent and skills and a Small Business knowledgeable acquisition workforce that will maximize the contributions of Small Business in DoD acquisitions.

**Mission:** Develop a Small Business training program for the DoD acquisition workforce that implements a cross-functional Small Business acquisition career field, which enables the development of in-depth, enterprise-wide, Small Business experience thorough training and certification. Implement Small Business training relevant for other acquisition workforce career fields.

# Introduction: Importance of Small Business Professionals

- SBPs influence over 20% of the DoD discretionary spend
- Close to 500 self identified SBPs in the FY 2016 Data-Call
- SBPs perform a wide range of functions, including but limited to:
  - Acquisition strategy review, peer review, and program management review
  - Subcontract oversight
  - Market research and industrial base capability analysis
  - SBIR/STTR program management
  - Mentor Protégé Program (MPP) management
  - Advocacy and outreach
  - Socioeconomic program management

# Introduction: Importance of Small Business Professionals

- In 2011 the U.S. Office of Personnel Management (OPM) conducted a workforce analysis for the DoD Office of Small Business Programs (OSBP)

- OPM's analysis found that:
  - Small Business workforce was not receiving necessary training
  - Small Business lacked a standardized process or career plan for these individuals to receive the necessary training and experience
  - Pipelines into Small Business were not clearly defined

- OPM's analysis also provided baseline Small Business competencies

# Introduction: Benefits of a Career Field

- Allows for development of in-depth Small Business expertise through certification
- Allows for individuals from other career fields to specialize as needed in Small Business
- Improves Small Business support to increase capability and readiness
- Greater control and access to training and resources to enhance effectiveness
- Better defined professionalized pathways and increased professional development opportunities

# **Policy Updates**

- H.R. 4310 (112th), FY 2013 National Defense Authorization Act, HASC Committee Report "Small Business Specialists in the Acquisition Workforce."
  - Report to Congress on the SBP's ability to meet the needs of the Department
  - Assessment of the feasibility of establishing a Small Business specialist career field

- Pub. L. 112-239, FY 2013 National Defense Authorization Act, Sec. 1622
  - Provide a course on contracting requirements under the Small Business Act

- Pub. L. 112-239, FY 2013 National Defense Authorization Act, Sec. 1633
  - Incorporate Small Business considerations into the training and evaluation of Senior Executives responsible for acquisition functions

- April 2013 Better Buying Power 2.0
  - OSBP and DAU will establish a certification curriculum for SBPs

- April 2015 Better Buying Power 3.0
  - OSBP and DAU will identify or modify additional training regarding the SBIR and other small business R&D programs

# Policy Updates

- Under Secretary of Defense for Acquisition, Technology, and Logistics memorandum, "Assignment of the Functional Advisor/Functional Lead for Department of Defense Small Business Professionals," dated April 23, 2012
  - Appointed the Small Business Director as Functional Advisor/Functional Lead (FA/FL)

- Director of Office of Small Business Programs, memorandum, "Department of Defense (DoD) Small Business Functional Integrated Product Team," dated November 29, 2012
  - Established the Small Business Functional Integrated Product Team (FIPT) and its charter

- Under Secretary of Defense for Acquisition, Technology, and Logistics memorandum, "Establishment of the Small Business Career Field," dated September 2, 2014
  - Established the SBCF and Small Business Position Category Description (PCD)

- Director of Office of Small Business Programs, memorandum, "Small Business Career Field Information Guide," dated September 5, 2014
  - Guidance concerning the creation and implementation of the SBCF

# **Progress Achieved**

- *June 2011:* OPM Small Business workforce assessment complete
- *April 2012:* Director, OSBP appointed as Small Business FA/FL
- *November 2012:* Small Business FIPT chartered
- *January 2013:* Small Business Data-Call complete
- *April 2013:* Small Business competencies updated and validated by the FIPT
- *September 2013:* DAU course gap analysis complete
- *March 2014:* Preliminary course listings approved
- *September 2014:* USD(AT&L) establishes Small Business as an Acquisition Career Field
- *November 2014:* Course development

# **Moving Forward**

- FY 2016 Data-Call
  - Close to 500 SBPs self identified

- DoD Small Business Vanguard Awards Program
  - Nominations due January 15, 2016
  - Ceremony will be held during the 2016 Small Business Training Week, date TBD

- Small Business Rotational Excellence Program (REP)
  - Current nomination cycle is from January 5, 2016 through January 26, 2016
  - Open to the Small Business and Acquisition Career Fields
  - For more information visit: http://www.acq.osd.mil/osbp/sbs/workforceinitiatives/rep.shtml

# **Moving Forward**

**Level 1**

SBP 101, Introduction to Small Business Programs, Part A (WBT)

SBP 102, Introduction to Small Business Programs, Part B (ILT)

SBP 110, Fundamentals of the FAR for Small Business Professionals (WBT)

SBP 120, Contract Lifecycle for Small Business Professionals (WBT)

**Level 2**

SBP 201, Intermediate Small Business Programs, Part A (WBT)

SBP 202, Intermediate Small Business Programs, Part B (ILT)

SBP 210, Subcontracting (ILT)

SBP 220, Business Decisions for Small Business (WBT)

**Level 3**

SBP 301, Small Business for Decision Makers (ILT)

# Frequently Asked Questions

- *When will the SBCF be coded?*
  - When training is completed; training is forecasted to be completed by September 31, 2016.
- *What about part-time SBPs?*
  - Per the Small Business PCD, those who perform Small Business duties less than 50% won't be coded as Small Business but will maintain their current acquisition code.
- *Does everyone have to convert to the 1101 series?*
  - No, the Small Business PCD lists multiple occupational series eligible, among other criteria, for the SBCF.
- *Can I stay an 1102?*
  - Yes, one can stay an 1102 and become part of the SBCF.
- *Can I be 'grandfathered' in?*
  - You will need to take all courses required of the certification level designated by your position; however, fulfillment is an option.
- *What are the experience and education certification requirements?*
  - These are still currently being created, they will be reviewed by the <span>214</span> Small Business FIPT before finalized and released to the field.

# Attachment 1

## AT&L Workforce Position Category Description (PCD)

**Career Field:** Small Business [*recommended*]
**Short Title:** SBP [*recommended*]
**Category Code:** TBD      **Ref:** (a) DoDD 5000.52 dtd 12 Jan 2005
**Date Approved:** 23 Jan 2014         (b) DoDI 5000.66 dtd 21 Dec 2005
**Last Reviewed:**                    (c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 06
                              (d) DoDI 4205.01 dtd 10 Mar 2009

**Notes:**

1. This PCD is intended to assist in determining which AT&L career field/path to assign to an AT&L position per Title 10 sec. 1721. If 50% or more of the duties and responsibilities of the position match the "General Acquisition-related Duties" described below AND the preponderance of those duties match the "AT&L Career Field/Path Specific Duties" described below, assign the position to this position category.
2. All acquisition positions require management attention with respect to certification requirements and individual development. See reference (c).
3. Critical Acquisition Positions (CAPs) are a subset of acquisition positions and Key Leadership Positions (KLPs) are a subset of CAPs. Both CAPs and KLPs represent positions with responsibility and authority that are critical to the success of a program or effort. These positions require management attention with respect to Acquisition Corps membership, tenure and other specific statutory requirements. See reference (c).

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**General Acquisition Related Duties:** The conceptualization, initiation, design, development, test, contracting, production, deployment, logistical support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in, or in support of, military missions.

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**AT&L Career Field/Path Specific Duties:**

- Analyze stakeholder requirements, and is an advisor on small business issues during acquisition planning/strategy development. Provides market research expertise to ensure maximum practicable opportunities for small businesses to participate in agency procurements.
- Apply statutory and policy procurement-related requirements, especially as related to small business procurements, support attainment of government socio-economic objectives; conduct market research, acquisition planning, cost and price analysis, solicitation and selection of sources, review of subcontracting plans, small business participation strategies, and past performance.
- Manage an office of small business programs. Responsibilities may be broad (e.g., PM, DPM, AD, or Deputy) or focused (e.g., AD for a particular function), and may be line or staff in nature.
- Manage a socioeconomic program (e.g., Women-Owned Small Businesses, Service-Disabled Veteran Owned Small Businesses, Small Disadvantaged Businesses, HUBZone Small Businesses)
- Manages funded program or funded program office (e.g., SBIR/STTR, RIF, MPP).
- Plans and attends small business advocacy events; advises stakeholders on acquisition process, forecasts, and contract requirements.
- Monitor and/or evaluate prime contracting performance and subcontracting plans.
- Perform headquarters-level small business office functions such as workforce development, science, technology, engineering, and mathematics (STEM), entrepreneurship, industrial base policy development, oversight, and/or Director support.

# Attachment 1

## AT&L Workforce Position Category Description (PCD)

| | | | |
|---|---|---|---|
| **Career Field:** | Small Business [recommended] | | |
| **Short Title:** | SBP [recommended] | | |
| **Category Code:** | TBD | **Ref:** | (a) DoDD 5000.52 dtd 12 Jan 2005 |
| **Date Approved:** | 23 Jan 2014 | | (b) DoDI 5000.66 dtd 21 Dec 2005 |
| **Last Reviewed:** | | | (c) DoD Desk Guide for AT&L Workforce Career Management dtd 10 Jan 06 |
| | | | (d) DoDI 4205.01 dtd 10 Mar 2009 |

**Typical Position Locations:** Any DoD activity/organization performing contracting functions regardless of location. Service component organizations such as: ARI, ARL, ARO and Research Development and Engineering Centers for the Army; ONR, NRL, and Warfare Centers for the Navy; AFOSR, AFRL for the Air Force and 4th Estate organizations such as MDA, DTRA, and NGA. Acquisition organizations within the service components (i.e., Systems Commands, Materiel Commands, DRPMs. PEOs, as well as organizations/field activities supporting such organizations). Other DoD Components, Agencies and OSD/Service/HQ staff elements performing/supporting acquisition functions, such as: DCMA; DLA.

**Typical Career Codes:**

| Civilian Personnel | Uniformed Personnel | | | |
|---|---|---|---|---|
| OCC Series | Army AOC | Navy AQD | Air Force AFSC | Marine Corps MOS |
| 03XX    0201 | | | | |
| 08XX    0501 | | | | |
| 11XX    0905 | | | | |
| 13XX | | | | |
| 15XX | | | | |

# Points of Contact

**Alice Williams**, Associate Director, Workforce Initiative & Socioeconomic Programs
DoD Office of Small Business Programs
Phone: 571-372-6309
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**Wendy Despres**, Associate Director, Policy Management
DoD Office of Small Business Programs
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**Maggie Sizer**, Analyst, DoD Office of Small Business Programs
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**Mia Dailey**, Analyst, DoD Office of Small Business Programs
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Email: mia.n.dailey.ctr@mail.mil

# Contracting Career Field Update

**Leonardo Manning**
**January 13, 2016**

**Leonardo J. Manning, CPCM, Fellow**
**Director, Center for Contracting & Small Business**

# AGENDA

- Good News
- Focus
- New DAU Learning Model
- Demand Signal
- Certification Tracks (CON, IND, PUR)
- CON DAWIA Certification Hours
- Statistics
- Emerging Acquisition Topics
- Top FAR/ DFARS/DODI Changes
- Q & A

# 2016 GOOD NEWS

- **No Change in Competencies (CON, IND, PUR**
- **No Change in Certification Standards,**
  - **DPAP Ltr 11 Jun 2015**
- **We have updated our Core Plus Recommend**
  - **Examples:**
    - **LOG 101 Acquisition Logistics Fundame**
    - **LOG 235 Performance-Based Logistics**
    - **HBS 309 Coaching For Results**
    - **HBS 406 Coaching**
    - **CLM 023 DAU AbilityOne Contracting**

# **Continuous Learning**

Moving Forward with Excellent

# DAU'S LEARNING STRATEGY – THE ACQUISITION LEARNING MODEL (ALM)



Give the workforce long-term knowledge and habits of mind

Help the workforce succeed on the job every day

Exploit high-impact opportunities for teams and the overall workforce

**FOUNDATIONAL LEARNING**

**WORKFLOW LEARNING**

**PERFORMANCE LEARNING**

CERTIFICATION COURSES

KNOWLEDGE SHARING

PERFORMANCE SUPPORT TOOLS

INDIVIDUAL QUALIFICATION

CONTINUOUS LEARNING

TARGETED TRAINING/RDT

MISSION ASSISTANCE

TEAM TRAINING

DAWIA CERTIFICATION

QUALIFIED PROFESSIONAL

**LEARN**     **PERFORM**     **SUCCEED**

Improve our world-class products, here...

While going where research and our stakeholders tell us we need to work harder, here

# FY 16 CON 090, 170, 232, 252, 270, 280, 290, 360, & 370

| FY16 CON 090 | | | | FY16 CON 170 | | | | FY16 CON 232 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate |
| Army | 262 | 323 | 123% | Army | 366 | 249 | 68% | Army | 38 | 13 | 34% |
| Navy | 240 | 428 | 178% | Navy | 165 | 393 | 238% | Navy | 43 | 24 | 56% |
| Air Force | 386 | 307 | 80% | Air Force | 701 | 457 | 65% | Air Force | 41 | 36 | 88% |
| 4th Estate | 593 | 130 | | 4th Estate | 806 | 94 | | 4th Estate | 58 | 6 | |
| DCMA | | 110 | 56% | DCMA | | 177 | 48% | DCMA | | 162 | 295% |
| DLA | | 95 | | DLA | | 112 | | DLA | | 3 | |
| Fed Gov't | | 1 | N/A | Fed Gov't | | 1 | N/A | Fed Gov't | | 2 | N/A |
| Industry | | 0 | N/A | Industry | | 0 | N/A | Industry | | 0 | N/A |
| Other | | 0 | N/A | Other | | 0 | N/A | Other | | 0 | N/A |
| **Total** | **1,481** | **1,394** | **94%** | **Total** | **2,038** | **1,483** | **73%** | **Total** | **180** | **246** | **137%** |

| FY16 CON 252 | | | | FY16 CON 270 | | | | FY16 CON 280 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate |
| Army | 10 | 8 | 80% | Army | 572 | 199 | 35% | Army | 526 | 164 | 31% |
| Navy | 24 | 9 | 38% | Navy | 181 | 297 | 164% | Navy | 297 | 292 | 98% |
| Air Force | 10 | 5 | 50% | Air Force | 831 | 389 | 47% | Air Force | 760 | 349 | 46% |
| 4th Estate | 130 | 7 | | 4th Estate | 633 | 38 | | 4th Estate | 585 | 60 | |
| DCMA | | 94 | 78% | DCMA | | 184 | 53% | DCMA | | 204 | 65% |
| DLA | | 0 | | DLA | | 114 | | DLA | | 117 | |
| Fed Gov't | | 1 | N/A | Fed Gov't | | 5 | N/A | Fed Gov't | | 1 | N/A |
| Industry | | 0 | N/A | Industry | | 0 | N/A | Industry | | 0 | N/A |
| Other | | 0 | N/A | Other | | 0 | N/A | Other (NATO) | | 0 | N/A |
| **Total** | **174** | **124** | **71%** | **Total** | **2,217** | **1,226** | **55%** | **Total** | **2,168** | **1,187** | **55%** |

| FY16 CON 290 | | | | FY16 CON 360 | | | | FY16 CON 370 | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate | | Initial Seat Allocation | Reservations | Fill Rate |
| Army | 577 | 179 | 31% | Army | 357 | 270 | 76% | Army | 24 | 14 | 58% |
| Navy | 293 | 282 | 96% | Navy | 112 | 106 | 95% | Navy | 33 | 8 | 24% |
| Air Force | 866 | 379 | 44% | Air Force | 338 | 222 | 66% | Air Force | 18 | 43 | 239% |
| 4th Estate | 607 | 55 | | 4th Estate | 413 | 107 | | 4th Estate | 34 | 9 | |
| DCMA | | 230 | 57% | DCMA | | 71 | 54% | DCMA | | 6 | 44% |
| DLA | | 60 | | DLA | | 46 | | DLA | | 0 | |
| Fed Gov't | | 2 | N/A | Fed Gov't | | 0 | N/A | Fed Gov't | | 2 | N/A |
| Industry | | 0 | N/A | Industry | | 0 | N/A | Industry | | 0 | N/A |
| Other | | 0 | N/A | Other | | 0 | N/A | Other | | 0 | N/A |
| **Total** | **2,343** | **1,187** | **51%** | **Total** | **1,220** | **822** | **67%** | **Total** | **109** | **82** | **75%** |

1/11/2016

# Contracting DAWIA Certification Training

## Level I Certification

**CON 090**
**Federal Acquisition Regulation (FAR) Fundamentals**
13 days classroom (101 hrs)

**CON 100**
**Shaping Smart Business Arrangements**
26 hrs online

**CON 121**
**Contract Planning**
**CON 124**
**Contract Execution**
**CON 127**
**Contract Management**

Total 35 hrs online

**CON 170**
**Fundamentals of Cost and Price Analysis**
10 days classroom (80

**CLC 058**
**Introduction to Contract Pricing**
**CLC 033**
**Contract Format and Structure**
**CLC 057**
**Performance Based Payments & Value of Cash Flow**
**CLC 025**
**Small Business Program for Contracting Officers**
Total 11 hrs online

**Total Level 1 = 298 Hours**

## Level II Certification

**ACQ 101**
**Fundamentals of Systems Acquisition Management**
25 hrs, online

**CON 200**
**Business Decisions for Contracting**
19 hrs online

**CON 216**
**Legal Considerations in Contracting**
23 hrs online

**CON 270**
**Intermediate Cost & Price Analysis**
10 days classroom

**CLC 056**
**Analyzing Contract Costs**
17 hrs online

**CLC 051**
**Industrial Property**
1.5 hrs online

**HBM 428**
**Negotiations**
2 hrs online

**CON 280**
**Source Selection and Administration of Service Contracts**
10 days classroom (80 hrs)

**CON 290**
**Negotiation and Administration of Supply Contracts**
10 days classroom (80 hrs)

*Application/case based*

**Total Level II = 327.5 Hours**

## Level III Certification

**ACQ 202**
**Intermediate Systems Acquisition Part A**
37 hrs online

**CON 360**
**Contracting for Decision Makers**
76 hrs online & classroom

**Choice of one:**
ACQ 315 **Understanding Industry**
ACQ 370 **Acquisition Law**
ACQ 265 **Mission Focused Svs**
CON 232 **Overheads**
CON 244 **Construction**
CON 252 **Fundamentals of CAS**
CON 334 **Adv Contingency Con**
CON 370 **Adv Contract Pricing**
32 - 80 hrs classroom

**Business Series**
2 hrs online

*Case/scenario based*

**Total Level III = 135-184 Hours**

**Levels I, II, III - "Core Plus" Courses & CL Modules**
**(See DAU *i*Catalog)**

# Contracting DAWIA Certification Training

## Level I Certification

**CON 090**
**Federal Acquisition Regulation (FAR) Fundamentals**
13 days classroom (101 hrs)

**CON 100**
**Shaping Smart Business Arrangements**
20 hrs online

**CON 121**
**Contract Planning**
**CON 124**
**Contract Execution**
**CON 127**
**Contract Management**

Total 35 hrs online

**CON 170**
**Fundamentals of Cost and Price Analysis**
10 days classroom (80

**CLC 058**
**Introduction to Contract Pricing**
**CLC 033**
**Contract Format and Structure**
**CLC 057**
**Performance Based Payments & Value of Cash Flow**
**CLC 025**
**Small Business Program for Contracting Officers**
Total 11 hrs online

**Total Level 1 = 298 Hours**

## Level II Certification

**ACQ 101**
**Fundamentals of Systems Acquisition Management**
25 hrs, online

**CON 200**
**Business Decisions for Contracting**
19 hrs online

**CON 216**
**Legal Considerations in Contracting**
23 hrs online

**CON 270**
**Intermediate Cost & Price Analysis**
10 days classroom

**CLC 056**
**Analyzing Contract Costs**
17 hrs online

**CLC 051**
**Industrial Property**
1.5 hrs online

**HBM 428**
**Negotiations**
2 hrs online

**CON 280**
**Source Selection and Administration of Service Contracts**
10 days classroom (80 hrs)

**CON 290**
**Negotiation and Administration of Supply Contracts**
10 days classroom (80 hrs)

*Application/case based*

**Total Level II = 327.5 Hours**

## Level III Certification

**ACQ 202**
**Intermediate Systems Acquisition Part A**
37 hrs online

**CON 360**
**Contracting for Decision Makers**
76 hrs online & classroom

**Choice of one:**
ACQ 315 Understanding Industry
ACQ 370 Acquisition Law
ACQ 265 Mission Focused Svs
CON 232 Overheads
CON 244 Construction
CON 252 Fundamentals of CAS
CON 334 Adv Contingency Con
CON 370 Adv Contract Pricing
32 - 80 hrs classroom

**Business Series**
2 hrs online

*Case/scenario based*

**Total Level III = 135-184 Hours**

## Levels I, II, III - "Core Plus" Courses & CL Modules
**(See DAU *i*Catalog)**

# Industrial/Contract Property Management

## Level I Certification

**CON 100**
**Shaping Smart Business Arrangements**

20 hrs, online

**CON 121 Contract Planning**
**CON 124 Contract Execution**
**CON 127 Contract Management**

**NOTE: CON 090 is not a prerequisite for CON 121, 124, & 127 for the Property Career Field Certification Requirements**

35 hrs. online

**Fundamentals**

9 class days

*Knowledge based*

**Total Level 1 = 127 Hours**

## Level II Certification

**ACQ 101**
**Fundamentals of Systems Acquisition Management**

25 hrs, online

**CON 200**
**Business Decisions for Contracting**

19 hrs, online

**CON 216**
**Legal Considerations in Contracting**

23 hrs, online

**IND 205**
**Contract Government Property Management Systems and Auditing Concepts**

9.5 class days

*Application/case based*

**Total Level 2 = 143 Hours**

## Level III Certification

**ACQ 202**
**Intermediate Systems Acquisition Part A**

25 hrs, online

**CON 360**
**Contracting for Decision Makers**

9.5 days classroom

**1 CLM: Harvard Business Series**

2 hrs online

*Case/scenario based*

**Total Level 1 = 103 Hours**

**Levels I, II, III - "Core Plus" Courses & CL Modules (See DAU iCatalog)**

# CON LEVEL I

| Level I | | | FY 15 DAWIA Hrs | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Course # | Title of Course | Classroom or Online? | | | | | | | |
| CON 090 | FAR Fundamentals | Classroom | 152 | | | | | | |
| CON 100 | Shaping SmartBusiness Arrangements | Online: DL | 20 | | | | | | |
| CON 121 | Contract Planning | Online: DL | 12 | | | | | | |
| CON 124 | Contract Execution | Online: DL | 13 | | | | | | |
| CON 127 | Contract Management | Online: DL | 10 | | | | | | |
| CLC 025 | Small business Program for Contracting Officers | Online : CLC | 2 | | | | | | |
| CLC 057 | Performance-Based Payment | Online : CLC | 4 | | | | | | |
| CLC 058 | Introduction to Contract Pricing | Online : CLC | 2 | | | | | | |
| CON 170 | Fundamentals of Cost/Price Analysis | Classroom | 76 | | | | | | |
| CLC 033 | Contract Format and Structure for DoD | Online:CLC | 2 | | | | | | |
| | TOTAL HOURS | | 293 | | | | | | |

We have incr... basics, Price ... Incentives, C... Competition. ... 090 has pre- ... days before ...

# CON LEVEL II

| Level II | | | DAWIA Hrs | | | | |
|---|---|---|---|---|---|---|---|
| *Course #* | *Title of Course* | *Classroom or Online?* | | | | | Both CON 28 |
| ACQ 101 | Fundamentals of System Acq Mgmt | Online: DL | **25** | | | | approx. 16 h |
| CON 200 | Business Decisions for Contracting | Online: DL | 19 | | | | requirements |
| CON 216 | Legal Considerations in Contracting | Online: DL | 23 | | | | culminating |
| CLC 056 | Analyzing Contract Costs | Online: CLC | 17 | | | | 200 & CON 2 |
| CON 270 | Intermediate Cost/Price Analysis | Classroom | 80 | | | | revised. |
| CLC 051 | Industrial Property | Online: CLC | 2 | | | | |
| HBS 428 | Harvard Business Module - Negotiating | Online | 2 | | | | DoD has incr |
| CON 280 | Source Selection and Administration of Service Co | Classroom | 80 | | | | contracting, |
| CON 290 | Contract Administration and Negotiation Techniq | Classroom | 80 | | | | contracting, |
| | TOTAL HOURS | | 328 | | | | |

| Level III | | | DAWIA Hrs | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Course # | Title of Course | Classroom or Online? | | | | | | | | | | |
| CON 360 | Contracting for Decision Makers | Classroom | 76 | | | | | | | | | |
| ACQ 202 | Intermediate Systems Acquisition, Part A | Online: DL | 37 | | | | | | | | | |
| Choice of 1 of 8 the following (Electives): | | | | | | | | | | | | |
| ACQ 315 | Business Acumen/Understanding Industry | Classroom | 38 | | | | | | | | | |
| ACQ 370 | Acquisition Law | Classroom | 29 | | | | | | | | | |
| ACQ 265 | Mission-Focused Services Acquisition | Classroom | 23 | | | | | | | | | |
| CON 232 | Overhead Mgmt of Defense Contracts | Classroom | 80 | | | | | | | | | |
| CON 235 | Advanced Contract Pricing | Classroom | 70 | | | | | | | | | |
| CON 244 | Construction Contracting | Classroom | 27 | | | | | | | | | |
| CON 252 | Fundamentals of Cost Accounting Stds | Classroom | 64 | | | | | | | | | |
| CON 334 | Advanced Contingency Contracting Officer | Classroom | 39 | | | | | | | | | |
| CON 370 | Advance Contract Pricing | Classroom | 76 | | | | | | | | | |
| HBS | Any HB Module other than HBS 428 | Online | 2 | | | | | | | | | |
| | TOTAL HOURS | | 155 | | | | | | | | | |
| | | Classroom Hours | 116 | | | | | | | | | |
| | | Online Hours | 39 | | | | | | | | | |
| | | Electives AVG Hrs. | 40 | | | | | | | | | |
| | | | | | | | | | | | | |
| | TOTAL TRAINING | Hours | 776 | | | | | | | | | |
| | | Classroom Hours | 609 | | | | | | | | | |
| | | Online Hours | 167 | | | | | | | | | |

CON 360 includes approximately 6 hours of course pre-work requirements.

We have increased its focus on specialized areas, in BBP 1.0 & 2.0

**Note:** In FY 14 CON 250 & CON 251 was combined into CON 252. Thus, CON 250 was shelved. This saved two CR days or 16 hours.

Overall, Minor Changes for FY 15. Approx. 97 days or 19.4 weeks of CR, DL & module training total. CR: 76 Hrs or 15.2 weeks

# Number of Courses in CON Portfolio

| Courses | | | |
|---|---|---|---|
| Type | Classroom | Web | CLs |
| CON | 17 | 8 | 0 |
| COR | 2 | 0 | 0 |
| IND | 2 | 0 | 0 |
| GRT | 1 | 0 | 0 |
| CLC | 0 | 0 | 60 |
| CLG | 0 | 0 | 4 |
| TOTAL | 22 | 8 | 64 |

*   *CR = Classroom Courses;  DL = Web Courses*
** *Includes courses from CON, COR, IND, & GRT*
***CL grads include all CLG and CLC modules*

# CON Grads by Component
## All *FY15*

| Component | Classroom | Web | Total |
|---|---|---|---|
| Army | 2,694 | 7,315 | 10,009 |
| Navy | 2,890 | 7,054 | 9,944 |
| Air Force | 4,114 | 6,054 | 10,168 |
| **4th Estate** | **3,112** | **4,211** | **7,323** |
| Fed Gov't | 314 | 8,417 | 8,731 |
| Industry | 63 | 1,451 | 1,514 |
| Other | 6 | 9 | 15 |
| **Total** | **13,193** | **34,511** | **47,704** |
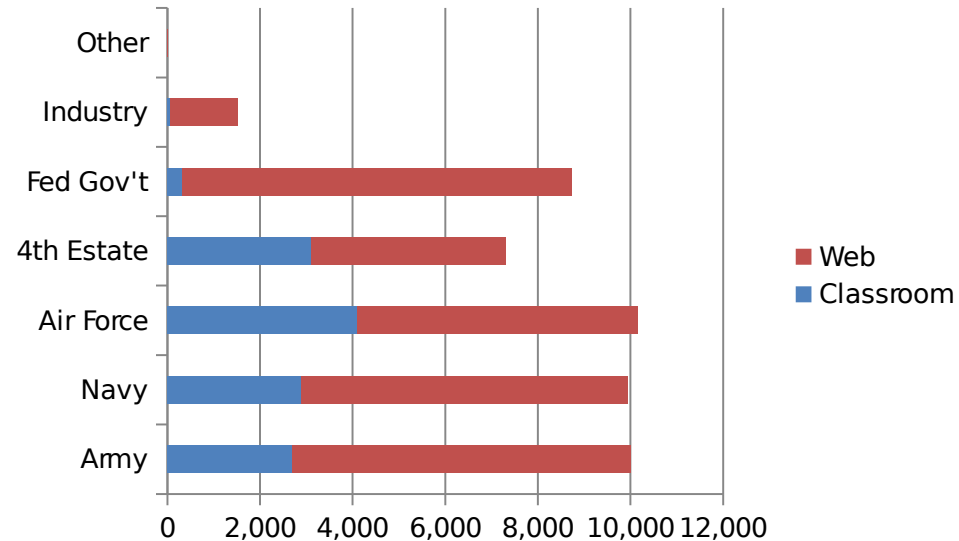
*\* Includes courses from CON, COR, IND, & GRT*

# CON Grads by Priority
## *Classroom ONLY-P1 + P2 Grads by component*
### All *FY15*

| Component | P1 | % | P2 | % | P3 | % | P4 | % | P9 | % | Total |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Army | 3,465 | 34.6% | 1,273 | 12.7% | 1,131 | 11.3% | 3,745 | 37.4% | 395 | 3.9% | 10,009 |
| Navy | 7,061 | 71.0% | 1,313 | 13.2% | 551 | 5.5% | 346 | 3.5% | 673 | 6.8% | 9,944 |
| Air Force | 6,519 | 64.1% | 1,561 | 15.4% | 683 | 6.7% | 1,110 | 10.9% | 295 | 2.9% | 10,168 |
| 4th Estate | 5,651 | 77.2% | 428 | 5.8% | 109 | 1.5% | 866 | 11.8% | 269 | 3.7% | 7,323 |
| Fed Gov't | | 0.0% | 98 | 1.1% | | 0.0% | 0 | 0.0% | 8,633 | 98.9% | 8,731 |
| Industry | | 0.0% | | 0.0% | | 0.0% | | 0.0% | 1,514 | 100.0% | 1,514 |
| Other | | 0.0% | | 0.0% | | 0.0% | | 0.0% | 15 | 0.0% | 15 |
| Total | 22,696 | 47.6% | 4,673 | 9.8% | 2,474 | 5.2% | 6,067 | 12.7% | 11,794 | 24.7% | 47,704 |

*\* Includes courses from CON, COR, IND, & GRT*

Includes COR

Navy

**4th Estate 83%**

**Air Force 79%**

**Army 47%**

| Attendance: P1 + P2 | |
|---|---|
| Red | ≤60% |
| Yellow | 61-79% |
| Green | ≥80% |
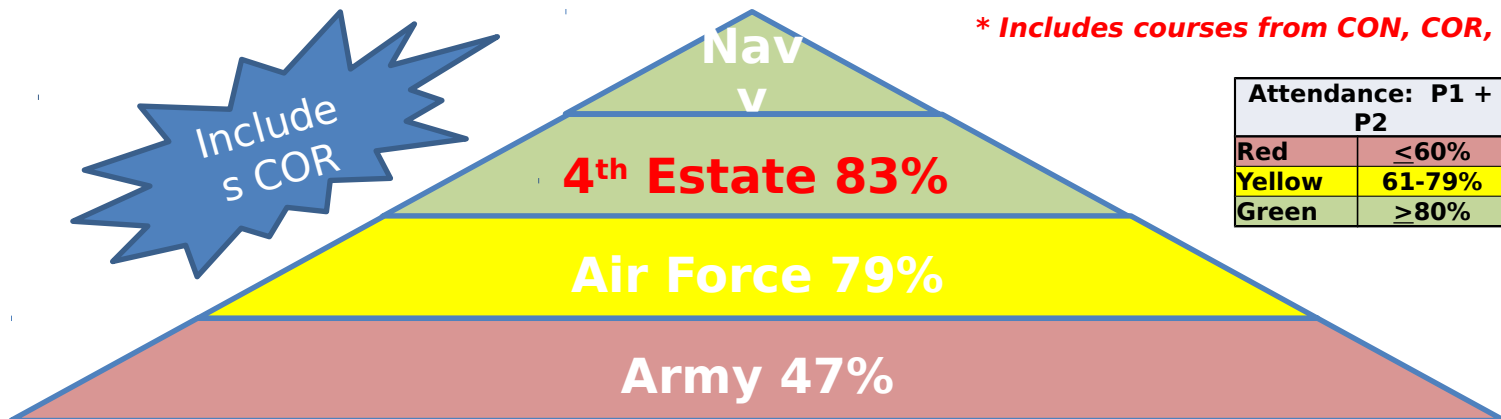
# COR Grads by Priority
### *Classroom COR Grads by component*
### All *FY15*

| Component | P1 | % | P2 | % | P3 | % | P4 | % | P9 | % | Total |
|-----------|-----|------|-----|------|-----|------|-----|------|-------|--------|-------|
| Army | 0 | 0.0% | 0 | 0.0% | 12 | 3.2% | 32 | 8.6% | 330 | 88.2% | **374** |
| Navy | 0 | 0.0% | 0 | 0.0% | 35 | 4.9% | 26 | 3.7% | 647 | 91.4% | **708** |
| Air Force | 0 | 0.0% | 0 | 0.0% | 1 | 1.0% | 8 | 8.0% | 91 | 91.0% | **100** |
| 4th Estate | 9 | 3.4% | 0 | 0.0% | 1 | 0.4% | 10 | 3.8% | 243 | 92.4% | **263** |
| Fed Gov't | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 169 | 100.0% | **169** |
| Industry | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 33 | 100.0% | **33** |
| Other | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | **0** |
| **Total** | **9** | **0.5%** | **0** | **0.0%** | **49** | **3.0%** | **76** | **4.6%** | **1,513** | **91.9%** | **1,647** |

*ONLY COR*

*\* ONLY COR Classroom Courses*

| Component | % of COR Students |
|-----------|-------------------|
| Army | *0%* |
| Navy | *0%* |
| Air Force | *0%* |
| DOD | *3%* |
| Fed Gov't | *0%* |
| Industry | *0%* |

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# CON Classroom Grads by Host Region
## All *FY15*

**MWT  17.1%**
*Kettering, OH*

**MAT  20.8%**
*California, MD*

**WST  27.7%**
*San Diego, CA*

**CNE  16.8%**
*Ft Belvoir, VA*

**STH  17.5%**
*Huntsville, AL*

| Region | Grads | % |
|--------|-------|---------|
| CNE | 8,026 | *16.8%* |
| MAT | 9,923 | *20.8%* |
| MWT | 8,139 | *17.1%* |
| STH | 8,363 | *17.5%* |
| WST | 13,192 | *27.7%* |
| ADJ | 61 | *0.1%* |
| Total | 47,704 | *100.0%* |

*\* Includes courses from CON, COR, IND, & GRT*

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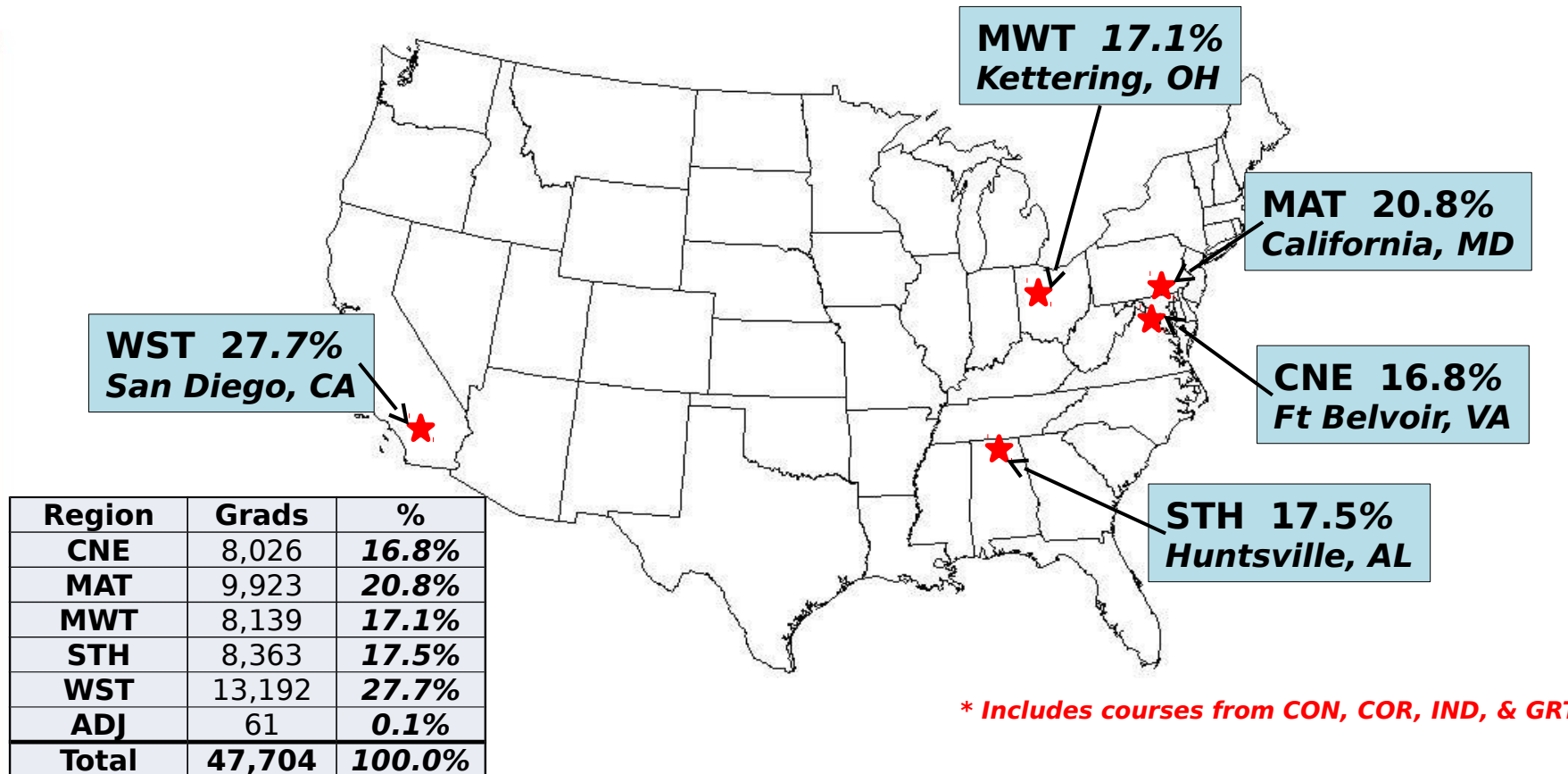
- **Small Business**
- **Services**
- **Managing Government Property in the Possession of Contractors**
- **Cyber Security**
- **Subcontract Management**
- **Contract Incentives**
- **Incentive and Other Contract Types**
- **Commercial Items (Pricing)**
- **Competition & Source Selection**

# TOP FAR/ DFARS/DODI Changes

**Labor Laws**

    **Fair Pay and Safe Workplaces**

    **Minimum Wage**

    **Expand EEO**

**Data Vulnerability**

**Basic Safeguarding of Contractor Information Systems**

**Network Penetration Reporting and Contracting for Cloud Computing**

**Requirements Relating to Supply Risk**

**Small Business**

**New DD 2579**

**Sole Source Awards to Woman Owned Small Business**

**Contingency and COR**

**Acquisition Assistance to Deployed Units**

**New COR DODI 5000.72 "DoD Standard for COR Certification" March 2015**

**Counterfeit Parts**

**Threshold Increases to FAR and DFAR effective 1 Oct 2015**

**New Services DODI, 5000-74, dated 5 Jan, 2016**

**Deviation 2014-0011: Determination of Fair and Reasonable on FSS Contracts**

# QUESTIONS

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# Additional Topics?
# Open Discussion
# Wrap Up

# Please Complete the Short Survey

# Thank You!

# END OF SUMMIT

# Thanks for All You DO!